

Democratic Socialist Republic of Sri Lanka
Ministry of National Policies and Economic Affairs,
Department of External Resources

**Preparatory Survey
on the Project for Human Resource
Development Scholarship
in the Democratic Socialist Republic of
Sri Lanka**

FINAL REPORT

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SUMMARY

1. Summary of the Preparatory Survey

Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 3,700 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2016.

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

Subsequently, in the basic research project Factor Analysis concerning the Result of the JDS Projects (referred to below as the JDS basic research) conducted by JICA in FY 2014, the results and factors of the JDS project in the 11 target countries were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The basic research report indicated that over past 15 years the JDS project has contributed significantly to the improvement of the abilities of administration officials and organizations in the target countries to solve development issues, to the reinforcement of bilateral relationships between Japan and the target countries, and to the promotion of the internationalization of the accepting universities in Japan. The report gave the following four issues to be dealt with: (1) drawing up the basic enforcement policy; (2) selection of fellows who add value, to intake in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of pro-Japanese human resources and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the Ph.D. program quota and establishing a special recommendation quota; the development of original Japanese programs; promotion of cooperation with Japanese industry and the involvement of ministries and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

Sri Lanka has been one of the target countries since 2009, the eleventh year from the beginning of the JDS project, with 105 JDS fellows dispatched to Japan until 2016 including the first-term

JDS participants in 2010. Acceptance of JDS Fellows in fiscal year 2017 will mark the completion of sending JDS Fellows in the framework designed in 2014. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the policy of Japan's economic cooperation to Sri Lanka, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of Sri Lanka.

Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Sri Lanka and needs for human resource development, and formulate a framework for next four batches starting in FY 2017 (dispatch in FY 2018).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

Method of the Survey

As part of the Preparatory Survey, the field survey in Sri Lanka has been conducted from December 2016 to April 2017.

- December, 2016 to April 2017: Field survey
 - (1) Setting priority areas (sub-programs) and development issues (components) in accordance with Japanese government's economic cooperation policy for Sri Lanka and development needs of Sri Lanka
 - (2) Selecting host universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
 - (3) Selecting target organizations corresponding to each sub-program/component
 - (4) Confirming the implementation structure of the project
- January 2017: Estimating the project scale
- April 2017: Drafting the basic plan for each sub-program/component

Results of the Survey

(1) Project Design

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

The Framework of the JDS Project in Sri Lanka (from FY 2018 to 2021)

Sub-Program	Component	Accepting University	Graduate School	Maximum Number of Slots
Human Resource Development for Promotion of Economic Growth	1-1 Public Policy and Public Finance	Meiji University	GS of Governance Studies	2
		International University of Japan	GS of International Relations	2
	1-2 Economics including Development Economics	Hiroshima University	GS for International Development and Cooperation	2
		International Christian University	GS of Arts and Sciences	2
	1-3 Business Management	International University of Japan	GS of International Management	3
	1-4 Environment Management/ Disaster Management and Climate Change	University of Tsukuba	GS of Life and Environmental Sciences	2
		The University of Tokyo	School of Engineering	2

(2) Target Organization

In the survey conducted for this time, the target of the JDS project was reviewed and agreed upon, including the suggestion made by the slots of Japan which accepts personnel from 5 semi-government organizations¹ within limited component.

(3) Consideration of Accepting JDS Participants to Ph.D. Programs

Concerning the acceptance of Ph.D. candidates which was in the JICA Basic Research conducted in FY2014, conductin surveys to targetd respective ministries, there was broad agreement that Ph.D. would indeed be beneficial in the longer term. Especially, engineering department such as the Ministry of Disaster Management, where a doctral degree is widely expected from the aspect of strengthening the organization, were strongly in favor of accepting personnel through PhD. programs.

In discussions with the Sri Lankan Operating Committee it was agreed to admit only a limited number (maximum of two pere year). Details of the selection process will be discussed at the first meeting of the Operating Committee in FY2017.

¹ Board of Investment (BOI), National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA)

(4) Replacement of the Operating Committee Members

As organized in Phase 2, the Operating Committee consists of Sri Lankan members (Department of External Resources, Ministry of National Policies and Economic Affairs; Ministry of Public Administration and Management; and Ministry of Higher Education and Highways) and Japanese members (Embassy of Japan in Sri Lanka and JICA Sri Lanka Office), and it was agreed upon that the committee makes discussions and decisions on the JDS project's policy for its implementation and operation.

A proposal was made from the side of Japan with regard to the addition of Public Service Commission (PSC) the organization supervising government policies and regulations on public servants, as a new member of the committee, and Sri Lankan side agreed with it.

The Operation Committee Members

	Role	Old System	New System
Sri Lankan Side	Chair	Ministry of National Policies and Economic Affairs	Ministry of National Policies and Economic Affairs
	Committee Member	Ministry of Public Administration and Management	Public Service Commission
	Committee Member	Ministry of Higher Education and Highways	Ministry of Public Administration and Management
	Committee Member		Ministry of Higher Education and Highways
Japanese Side	Vice-Chair	Embassy of Japan in Sri Lanka	Embassy of Japan in Sri Lanka
	Committee Member	JICA Sri Lanka Office	JICA Sri Lanka Office

(5) Evaluation of Relevance of the JDS Project

Taking into account national development plan of Sri Lanka and the current situation and issues of sectors in the country, conformity with the JDS project and the aforementioned plan was made. Priority assistance areas of the JDS project in the next phase in Sri Lanka will be established as a contribution to achieve the Sri Lanka national economic development plan entitled as “An empowered Sri Lanka²”. Furthermore, Japan’s Country Assistance Policy to Sri Lanka formulated in June 2012, set “promotion of economic growth,” “development of emerging regions,” and “mitigation of vulnerabilities” as focus areas. JICA Country Analysis Paper also analyzed support plans according to the policy for Sri Lanka.

² Prime Minister of Japan and His Cabinet, <http://www.pmooffice.gov.lk>

The JDS project seeks to develop the competencies of key personnel being under the jurisdiction of government authorities engaged in the relevant fields. It contribute to resolve respective development issues and matches with Japanese and JICA assistance policy.

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

2. Recommendations

(1) Implementation Structure

In this preparatory survey, it was agreed with the Sri Lankan side concerning, important affairs such as impringment structure of the project and responds to demand which include the following matters: “the Operating Committee”, “introduction of Ph.D.”, and “follow-up activities for JDS returned fellows”. It should be obtain specific information on the public servant system and confirm beneficial cooperation in recruitment activities held in provinces to secure capable candidates from the Operating Committee members of the Ministry of Public Administration and Management being responsible for the public servant system. In phase 2 after the reorganization of ministries in 2015, recruiting activities with the cooperation of the Ministry of Public Administration and Management were not conducted. However, to conduct recruitment activities strategically, the project needs to stay in close contact with the Ministry of Public Administration and Management so as to implement more effective recruitment activities.

From phase 3, PSC members will be involved with the approval of the Operating Committee. The involvement of PSC is expected to result in strong influence on each ministry in cultivating more capable human resources for public servants. Therefore, it can be proposed to actively involve not only the Ministry of Public Administration and Management from the stage of investigating recruitment, but also PSC with an effort to increase the number of applicants.

(2) Cooperation with Other ODA Projects

To implement JDS as an ODA project, it is important to cooperate with other ODA projects, in the same way as other projects, from the viewpoint of being an “input for development” instead of just a fund for studying abroad. Dissemination of this project to the officers at JICA Sri Lanka office and JICA experts, encouragement of competent human resources from partner countries to apply to JDS, utilization of alumni network for the project, etc. are required. In particular, in order to promote the cooperation with the technical cooperation projects under implementation, not only it is important to share information with involved experts, but also, to provide them with opportunities to directly meet with JDS returned fellows.

(3) Points to Note on Establishment of a Ph.D. Program

Furthermore, establishment of a Ph.D. program will not only establish a follow-up system for JDS fellows but must be a great appeal to potential candidates as a further step when they consider applying for JDS to obtain a master's degree. The establishment of the Ph.D. program is expected to have an impact on attracting excellent candidates. Interviews with JDS returned fellows in this survey found that there was strong expectation of the establishment of a Ph.D. program. It takes 10 to 20 years to evaluate the effects of human resource development projects such as JDS. Therefore, rather than simply discussing the necessity at the current point in time, the establishment of a Ph.D. program needs to be considered from a long-term viewpoint. JDS returned fellows are truly set to contribute to the long-term development of Sri Lanka, and it is anticipated that the Ph.D. program within the JDS project will be utilized as a receiver that meets this demand.

One important factor to be considered in the establishment of the Ph.D. program is to have a common understanding among the project's organizers, JDS fellows applying for the course, and accepting universities as to "why the Ph.D. program is established in the JDS" and "what the objective of the JDS Ph.D. program is." It should be clarified that the JDS Ph.D. program is solely designed to develop policy-making leaders, not for fostering researchers who are not involved in policy making. If this point is not clear, it may be difficult to differentiate JDS from governmental and other scholarship schemes. The clear definition is essential when the Ph.D. program is implemented.

(4) Enhancement of Recruitment Activities

An issue raised by the Sri Lankan Operating Committee is the fact that only a small number of regional candidates are successful. Although regional applicants account for the majority of all applicants, successful regional applicants are in the minority. As they are at a disadvantage due to having access to less information than urban applicants, a method for supporting regional applicants from the selection stage (instruction on creating research plans, interviews etc.) needs to be considered so as to increase the proportion of regional applicants who are successfully selected.

(5) Need for Enrichment Programs

From the ministries and agencies the survey team visited during the field survey, they proposed that it will be useful if internships are realized in ministries and agencies and private companies, etc. during the two-year stay in Japan. If the counterpart organizations of projects under implementation send foreign students, there is a possibility that the acceptance of interns will be considered positively depending on the cooperating organizations on the Japanese side of such projects. Efforts should be promoted further for this kind of engagement added value can be expected. When doing so, with regards to the utilization of special program expenses it is necessary not only to ask the accepting universities but to examine other mechanisms that can be

used which are more in line with the intentions of JICA.

(6) Need for Japanese language

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Sri Lanka in the future. In the course of this field survey, we had the opportunity to meet with Sri Lankans who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed to us that knowledge of the Japanese language should be made as requirement. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this period is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is essential to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

(7) Establishment of a Follow-Up Schemes

From Sri Lanka, 105 JDS fellows have already been accepted in Japanese universities, and a total of 75 JDS fellows, up to the 5th batch of fellows, have completed their study in Japan and returned to Sri Lanka. However, there has been no concrete follow-up system in place to monitor the progress of JDS alumni. The only regular follow-up is done by the Implementing Agent once a year to update their contact list and see how they are doing.

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

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

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LIST OF ABBREVIATIONS

Abbreviations	Description
AA	Australia Awards
ADB	Asian Development Bank
DAAD	Der Deutsche Akademische Austauschdienst
E/N	Exchange of Note
ERD	Ministry of National Policies and Economic Affairs, Department of External Resources
G/A	Grant Agreement
GDP	Gross Domestic Product
GIZ	German Agency for International Cooperation
GNI	Gross National Income
IELTS	International English Language Testing System
IMF	International Monetary Fund
JAGAAS	Japanese Graduates' Alumni Association of Sri Lanka
JCAP	JICA Country Analysis Paper
JDS	Project for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
JOCV	Japan Overseas Cooperation Volunteer
KOICA	Korea International Cooperation Agency
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PDCA	Plan Do Check Action
SDGs	Sustainable Development Goals
SNS	Social Networking Services
TOEFL	Test of English as a Foreign Language
YLP	Young Leader's Program

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

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

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (herein referred to as “JDS”) is a grant aid project that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government's “100,000 International Students Plan”. The purpose of the JDS project is that “young government officials and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain Master's degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks”. The project has accepted 3,700 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2016.

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Africa in Ghana in FY 2012, and to Nepal in FY 2016. At present, the project has 13 target countries. Indonesia left the JDS project, which was conducted by the Japan International Cooperation Agency (herein referred to as “JICA”) in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS participants from China accepted in FY 2012³.

Table 1: Number of JDS Fellows dispatched (2000 - 2016)

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	295
2. Laos	20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	354
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	368
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	484
5. Mongolia			20	20	20	19	20	20	20	18	18	16	18	18	18	18	18	281
6. Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	298
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	413
8. China				42	43	41	43	47	47	48	45	39	35	-	-	-	-	430
9. Philippines				19	20	20	25	25	25	25	20	20	20	20	20	20	20	299
10. Indonesia				30	30	30	30	-	-	-	-	-	-	-	-	-	-	120
11. Kyrgyz								20	20	18	14	14	14	15	15	15	15	160
12. Tajikistan										3	5	5	5	5	5	5	5	38
13. Sri Lanka											15	15	15	15	15	15	15	105
14. Ghana													5	5	5	10	10	35
15. Nepal																	20	20
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	246	3,700

³ After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

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

Subsequently, in the basic research project “Factor Analysis concerning the Result of the JDS Projects” (herein referred to as the “JDS basic research”)⁴ conducted by JICA in FY 2014, the results and factors of the JDS project in the 11 target countries⁵ were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The JDS basic research report indicated that over the past 15 years the JDS project has contributed significantly to the improvement of the abilities of administration officials and organizations in the target countries to solve development issues, to the reinforcement of bilateral relationships between Japan and the target countries, and to the promotion of the internationalization of the accepting universities in Japan.

The report highlighted 4 pending issues: (1) drawing up the basic enforcement policy; (2) selection of participants who add value, to intake in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of pro-Japanese human resources and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the Ph.D. program quota and establishing a special recommendation quota; the development of original Japanese programs; promotion of cooperation with Japanese industry and the involvement of ministries and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

⁴ International Development Center of Japan, Study and factor analysis on the achievements of the human resource development support: basic research report June, 2015

⁵ Ghana was not included in the survey since the 1st batch fellows just returned to their country.

Strategic Reinforcement of the JDS Project and Further Initiatives

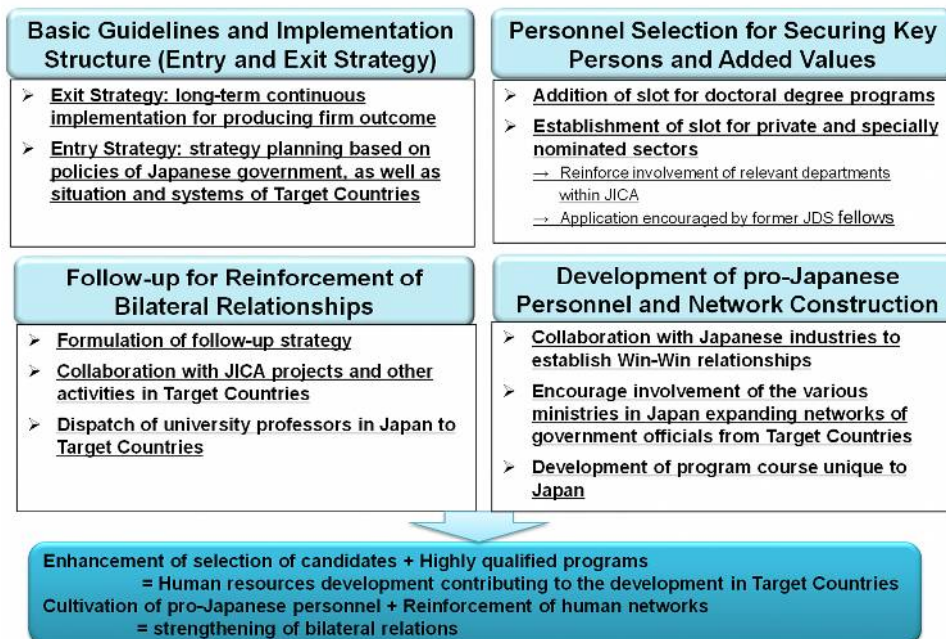


Figure 1: Recommendations from JICA Basic Research (source: JICA)

1-1-2. Achievements and challenges of the JDS project in Sri Lanka

(1) Achievements obtained from the start of the JDS project to FY2016

i) Penetration of the purpose of JDS project and achievements of it

The JDS project is well known within the government of Sri Lanka. The reason is that it has been continuously implemented for 8 years since 2009, the high retention rate of JDS fellows after returning to the country, and the contribution to the development issues of the country. The purpose of the JDS project, which emphasizes the contribution to the home country, not to individual capacity improvement, has penetrated each ministries in Sri Lanka and the project attained a high evaluation, distinct from the scholarship programs of other donors.

Sri Lanka has been one of the target countries since 2009, the eleventh year from the beginning of the JDS project, with 105 JDS fellows dispatched to Japan until June 2016 including the first-term JDS fellows in 2010. Out of the 105 JDS fellows dispatched from Sri Lanka, 75 fellows received a master's degree except 30 fellows still studying in Japan. The ratio of receiving a degree is 100%, the ratio of returning to the government is also 100%.

As for dispatch results by organization, Ministry of Public Administration and Management, Ministry of Finance, Ministry of Local Government and Provincial Councils are the top three in the list.

Table 2: Top 3 organizations which dispatch JDS Fellows

FY 2009 - 2016		
Rank	Organization	Number of Fellow
1	Ministry of Public Administration and Management ⁶	27
2	Ministry of Finance	27
3	Ministry of Provincial Councils and Local Government	14

Many JDS returned fellows are highly evaluated thanks to their knowledge and experience obtained through research activities in Japan. The JDS returned fellows are assigned to the previous workplace or important posts, and promoted to the central government's director, local government's commissioner, etc., after gaining years of experience required for each promotion. Approximately 30% of the returned fellows accepted by JDS during the period from the start of the program to FY2013 are assigned to Director or higher positions and promoted to important positions at the central government (including Ministry of Finance) and local governments (including Ministry of Provincial Councils and Local Government). This shows that the JDS project has steadily produced good results.

For instance, Ms. MEEGAHAPOLAGE Malika Krishanthi, a JDS returned fellow, is playing an active role as a Senior Assistant Secretary at General Affairs Department, Ministry of Defense, after returning from Japan with her master's degree acquired in the JDS project. Furthermore, Mr. VAGESHAN Ponnampalam, another JDS returned fellow, is assigned to Commissioner (Director level) of the Northern Province Council (Jaffna) and contributes to development of the northern region which has strong needs for development. JDS returned fellows are assigned to not only the central government but also all nine provinces. Major JDS returned fellows are listed in Table 3.

⁶ It includes both Ministry of Public Administration and Management and Ministry of Home Affairs due to reorganization of ministries.

**Table 3: JDS Returned Fellows promoted and played active roles after their return
(as of May 2017)**

Year of arrival in Japan	Name	Previous Workplace and Department	Previous Position	Present Workplace	Present Position
Batch 2	Mr. GAMMEDA LIYANAGE Wernon Perera	Ministry of Public Administration and Home Affairs, Divisional Secretariat, Ambalangoda	Divisional Secretary	Ministry of Provincial Councils and Local Government, Chief Ministry – Southern Province	Senior Assistant Secretary
Batch 3	Ms. MEEGAHAPOLA GE Malika Krishanthi	Ministry of Economic Development, Administration-tourism promotion and investment promotion	Assistant Secretary	Ministry of Defense, Administration Department	Senior Assistant Secretary
Batch 1	Mr. VAGESHAN Ponnampalam	Ministry of Provincial Councils and Local Government	Assistant Secretary	Ministry of Provincial Councils and Local Government, Jaffna Municipal Council	Commissioner
Batch 1	Ms. THARSHINIE Prassanth	Ministry of Public Administration and Home Affairs	Assistant District Secretary	Ministry of National Policy and Economic Affairs, Department of National Planning	Director
Batch 3	Ms. JAYASINGHE KANKANAMGE Niluka Samanmalie	Ministry of Finance and Planning	Assistant Director	Ministry of Finance, Department of States Accounts	Director

Some JDS fellows from Sri Lanka are awarded for outstanding academic performance. A JDS fellow (Mr. ARANDARAGE Mayura Prasad Arandara, Assistant Secretary of the Presidential Secretariat) who was admitted in 2013 to Graduate School of International Relations, International University of Japan, was chosen as valedictorian at the university's graduation for his outstanding academic performance.

ii) Formation of critical mass

Critical mass (groups through which effects can be expected) consisting of JDS returned fellows is being formulated especially within the following ministries from which many JDS fellows are produced: Ministry of Finance (14 JDS fellows), Ministry of National Politics and Economic Affairs (8 JDS fellows), and Ministry of Provincial Councils and Local Government (13 JDS fellows). Personnel who have studied in Japan are expected to become officers who will lead the next generation. In particular, JDS returned fellows are expected to play an even more active role at the Ministry of Finance and the Ministry of Provincial Councils and Local Government to which many JDS returned fellows belong.

iii) Facilitation of cooperative relationship between Japan and JDS returned fellows

After coming back to Sri Lanka, many JDS returned fellows are assigned to positions that have strong relationship with Japan. For instance, the aforementioned Mr. VAGESHAN Ponnampalam (working for the Northern Province Council of the Ministry of Provincial Councils and Local Government) takes charge of activities conducted in Northern Province for JICA's Project for Training of Frontline Officers in Community Development in Conflict Affected Areas (FORWARD). He is also in charge of negotiation and coordination for sending Japan Overseas Cooperation Volunteers (JOCVs) to the northern region. Similarly, Ms. UTHAYAKUMAR Kavitha (working for the Eastern Province Training Division of the Ministry of Provincial Councils and Local Government) takes charge of FORWARD activities conducted in Eastern Province.

Furthermore, Ms. PUSWEWALA HEWAGE Dilini Iresha Dharmadasa (Commissioner of Sabaragamuwa Province, Ministry of Provincial Councils and Local Government), JDS returned fellow, takes charge of negotiation and coordination for accepting JOCVs at the Children and Social Welfare Division of Sabaragamuwa Province.

(2) Challenges

i) Securing of highly capable candidates

To ensure visible success from the JDS project and pursue strong results, it is important to secure "high-quality candidates" as a start point. With the increase in the number of Target organizations, target candidates have also expanded to include all officers from All Island Services and some semi-government officials since Phase 2 began in FY2013, but the number of applicants is on a declining trend compared to Phase 1. Sri Lankan Operating Committee has indicated that the issue lies in the fact that information on JDS recruitment is not delivered to local areas and all relevant personnel. Another possible issue is that there is no clear strategy for public announcement. It is necessary to come up with strategies and ideas, including a way to deliver information to local areas (which have no easy access to information) and support preparation for the application process.

Accepting Universities indicate that quality of Sri Lankan applicants does not meet expectations in terms of the ability of English, mathematics, and research planning. As for the English ability, successful applicants have relatively high English scores (average English scores in examination: IELTS 6.0), but it is still necessary to provide them with support for English conversation and academic writing at the time of enrollment. Furthermore, even in mathematics, it is considered necessary for them to learn the basics once again although successful applicants have relatively high mathematics scores (average mathematics scores in examination: 9.2 out of 16 points⁷).

⁷ Test results of successful applicants who came to Japan during the four years between FY2010 and FY2013. The mathematics scores are average out of 16 points. Nine points are equivalent to the level of junior high school graduates. Only scores in Phase 1 are used for reference because maximum points of mathematics were changed

Sri Lanka has a theory-oriented school education system, emphasizing on memorizing and cramming. Accordingly, Accepting Universities mention that students from Sri Lanka need to develop not only practical and creative thinking skills but also social competence, including communication and schedule management skills. Moreover, a relevant person in Sri Lanka indicates that students need to develop the ability to think and resolve issues by themselves because they have worked in a top-down management system during the previous administration.

ii) Correction of a gap between personnel from central areas and from local areas

An issue indicated by Sri Lankan Operating Committee is that successful applicants from local areas are few. During the period between FY2009 and FY2012, the average percentage of candidates from local areas was high at 70% among all candidates, but the average percentage of successful candidates from local areas significantly went down - almost half - at around 40%. Compared to personnel from urban areas, those from local areas have the disadvantage in obtaining information; therefore, it is necessary to consider a way to support personnel from local areas in the screening stage (including instructions for creating research plans and preparing for interviews) so that the percentage of successful candidates from local areas will increase in the screening stage.

iii) Insufficient follow-up system for JDS returned fellows

The number of JDS returned fellows will reach 90 in the autumn of 2017. Many JDS returned fellows play an active role in the Sri Lankan government, but there is currently no JDS alumni association in Sri Lanka. In the JICA Sri Lanka Office, there is an active alumni association for trainees returned from Japan, but few JDS returned fellows participate in the association.

A list of JDS returned fellows is updated every year, but it is difficult to say that the list is fully utilized among relevant parties in Sri Lanka. Furthermore, development of a network connecting JICA-related personnel (including JICA experts), 130 companies having offices in Sri Lanka, and JDS returned fellows is still underway. Good practices relating to follow-up activities implemented in other 11 countries should be customized to suit Sri Lanka's needs.

Networking among JDS fellows who understand Japan well strengthens the foundation of friendly relations between Japan and Sri Lanka, and it is required to make effective use of the assets created by the JDS project by involving the Japanese industrial circle and the Japanese government.

twice in Phase 2.

1-1-3. The Status of Socio-Economy and Higher Education

(1) Socio-Economic Situation⁸

The Island of Ceylon - the land of Sri Lanka - is located on the Indian Ocean in the southeast of the Indian subcontinent, facing the Arabian Sea in the west and the Bay of Bengal in the east. The northern area of the island is mostly flat, and the southern area is mountainous.

The population is approximately 20,960,000 consisting of the following ethnic groups:

Sinhalese (72.9%), Tamils (18.0%), and Sri Lankan Moors (8.0%). Official languages are Sinhalese and Tamil, and English is also widely used. Buddhists account for 70.0% of the population; Hindus, 10.0%; Muslims, 8.5%; and Roman Catholics, 11.3%. The land area is approximately 65,000 square kilometers (80% of the Hokkaido's land area).

Sri Lanka was in a long civil war for the 26 years from 1983 to 2009 between the government and the Liberation Tigers of Tamil Eelam (LTTE), an armed opposition group demanding the independence of the northern and eastern regions. The civil war ended in May 2009 when the government army defeated the LTTE. President Mahinda Rajapaksa, who took the control of the government in 2005 and played a key role in ending the civil war, pushed ahead the reconstruction from the civil war. President Rajapaksa promoted the construction of infrastructure, including ports and airports, mainly in the Sri Lanka's southern region-his birthplace-with the assistance from China. However, his centralized and opaque political management and corruption drew a condemnation, and Mr. Maithripala Sirisena, a former Minister of Health and a candidate backed by all opposition parties, won the presidential election in January 2015. The current President Sirisena is pursuing to establish a balanced relationship with India, China, Pakistan, Japan, and other countries.

GDP growth rate after the civil war was remarkable at an average of 6.5% during the period between 2010 and 2013, and the poverty rate improved from 12.5% in 2006 to 6.7% in 2012. Gross National Income (GNI) per capita increased from \$2,020 (in 2009) to \$3,800 (in 2015)⁹, and Sri Lanka has been classified by the World Bank as a lower middle-income country. The service industry accounted for 62.4% of Gross Domestic Product (GDP) in 2015, followed by the manufacturing industry at 28.9% and agriculture at 8.7%¹⁰. The largest export counterpart is the U.S. (26.7%), followed by the U.K. (9.8%) and India (6.1%). The largest import counterpart is

Sri Lanka Economic Outlook ⁺
GDP: 82.3 billion USD (2014) ⁺
GDP per capita: 3,924 USD (2015) ⁺
GDP growth: 4.8% (2015) ⁺
Major Industry: Agriculture (tea, rubber, coconut, rice cultivation), textile industry ⁺
(Source: Ministry of Foreign Affairs of Japan) ⁺

⁸ Ministry of Foreign Affairs of Japan, <http://www.mofa.go.jp/mofaj/area/srilanka/data.html>. (Reference as of January 26, 2017)

⁹ World Bank, <http://data.worldbank.org/country/sri-lanka> (Reference as of January 26, 2017)

¹⁰ World Bank, <http://www.worldbank.org/en/country/srilanka/overview#1> (Reference as of January 26, 2017)

India (22.5%), followed by China (19.6%) and Japan (7.3%).

Sri Lanka has the Port of Colombo, one of the largest ports in the Indian Ocean, and a big business chance relating to logistics is expected because it is a geographically key place for logistics connecting Asia, Middle East, and Africa. The hotel construction boom is also becoming a factor for driving up the economy; Sri Lanka possesses the wealth of tourism resources, including eight world heritage sites, and the number of foreign tourists visiting the country is increasing. In addition, IT-related service is growing because the level of education, as well as English proficiency, is high in Sri Lanka compared to neighboring countries. On the other hand, the government has significant fiscal deficits because Sri Lankan economic activities, centered on government-owned companies, etc., have been led by the nation under socialistic economic management. Major exports are textile and tea, and Sri Lanka has large and chronic trade and current deficits partly because of the low added value of the exports.

(2) Situation of Higher Education

Sri Lanka had the literacy rate of 93.3%, elementary school enrollment rate of 99.22%, and 11th-grade enrollment rate of 85.09% (Male: 82.04%, Female: 88.25%)¹¹ in 2014, which were outstandingly high in comparison with neighboring countries. The Sri Lankan school education system consists of five years of elementary school, four years of lower secondary school, two years of upper secondary school, two years of high school, and three to four years of university. Compulsory education covers children aged 5 to 14 (9th-grade) who graduate from lower secondary schools. Eleventh-grade students graduating from upper secondary schools will be eligible for enrollment in high schools if they pass the General Certificate of Education (GCE)/O¹² level test. After that, students will be eligible for enrollment in universities if they pass the GCE/A level test. Public schools, including universities, are free of charge.

Sri Lanka has 15 national universities, 18 higher education institutions (including graduate schools), and three university branches established based on a congressional law¹³. There are also five universities under the jurisdiction of ministries, as well as some foreign university branches established under the approval of Board of Investment of Sri Lanka.

The issue of the Sri Lankan university system is that many students eligible for enrollment cannot actually enter universities because of facility, budget, and other issues affected by the limited number of universities. Every year, 70,000 out of 120,000 applicants obtain the eligibility for enrollment, but only 20,000 of them can actually enter universities. In 2015, 60.64% of applicants passed the GCE/A level test, but only 17.13% (25,624 applicants) actually entered universities. The percentage of people who enters universities is 6.6% among all people aged 19 to 23. This shows how competitive the admission to university is. The total number of students attending

¹¹ Central Bank of Sri Lanka, Annual Report 2015

¹² General Certificate of Education (GCE) is a certificate of education given by test institutions located in the U.K. and some countries formally colonized by the U.K. (including Sri Lanka). GCE has levels O and A.

¹³ *Sri Lankan Economy after Civil War*, compiled by IDE-JETRO and Etsuyo Arai, March 2016

national universities was 103,423 (including 20,523 students attending the Open University of Sri Lanka) in 2015¹⁴.

As for majors chosen by 24,198 students who entered universities in 2013, the percentage of Humanities majors was the highest at 33.0%, followed by Bioscience at 25.3%, Physical Science at 20.8%, and Commerce and Business at 20.5%. The percentage of female students was 63.6% (higher than that of male) among all students who entered universities, and was particularly high at 80.8% in Humanities and at 75.3% in Bioscience¹⁵.

The number of graduate school graduates in 2013 was 5,842 (1,800 graduates with Post Graduate Diploma, 3,727 graduates with Master/MPhil, and 315 graduates with PhD./MD), of which the number of female graduates was 2,677 (45.8%). The number of female students who entered universities was larger than that of male, but the number of male graduate school graduates was larger than that of female. The percentage of female graduate school graduates was high in Legal Studies (69.8%) and Indigenous Medicine Studies (85.7%).

Table 4: Postgraduate Output 2013

	Post Graduate Diploma		Master/MPhil		PhD/MD		Total	Female (%)
	Total	Female (%)	Total	Female (%)	Total	Female (%)		
Arts/Education	766	53.8	2,006	49.5	35	28.6	2,807	50.4
Management & Commerce	555	27.4	527	37.2	-	-	1,082	32.2
Law	-	-	94	70.2	2	50.0	96	69.8
Medicine and Dental Science	275	55.6	51	49.0	253	41.1	579	48.7
Veterinary Medicine/Agriculture	11	45.5	193	54.9	7	57.1	211	54.5
Engineering	2	0.0	197	25.4	2	100.0	201	25.9
Architecture	-	-	25	28.0	-	-	25	28.0
Science/IT	156	44.9	634	44.6	16	50.0	806	44.8
Indigenous Medicine	35	85.7	-	-	-	-	35	85.7
Total / Female (%)	1,800	45.7	3,727	46.3	315	41.0	5,842	45.8

(Source) University Grants Commission, Sri Lanka University Statistics 2013

The overall unemployment rate of Sri Lanka was 4.7% (Male: 3.0%, Female: 7.6%) in 2015, but the unemployment rate was extremely high at 20.8% (Male 16.6%, Female 27.4%) among people aged 14 to 24. Even more, according to the data by academic background, the unemployment rate of people qualified at GCE/A level or more was the highest (Male: 4.7%, Female 13.5%) 16, and the high unemployment rate of the highly-educated youth has become a big issue.

¹⁴ Central Bank of Sri Lanka, Annual Report 2015

¹⁵ University Grants Commission, Sri Lanka University Statistics 2013

¹⁶ Department of Census and Statistics, Sri Lanka Labour Force Survey, Annual Report 2015

Educational spending as a percentage of GDP was 2.4% in 1990, and continuously decreased to 2.1% in 2009, 1.8% in 2011, and 1.6% in 2013¹⁷, which was low in comparison with other countries. The 2017 national budget plan allocates 76.9 billion rupees¹⁸ to Ministry of Education, significantly down from 185.9 billion rupees¹⁹ in 2016. However, this is based on the fact that the budget actually used by the Ministry of Education was only 38.9 billion rupees during the period between January and September 2016, and Mr. Karunanayake, Minister of Finance, mentioned that sufficient financial support would be provided to education by placing education at the center of a development model. He also mentioned that the number of students admitted to universities would be doubled to 50,000 by 2020²⁰.

1-1-4. Development Plan of Sri Lanka

An economic growth strategy for the 10 years from 2006 to 2016, titled “Mahinda Chintana - Vision for a New Sri Lanka, A Ten Year Horizon Development Framework (2006-2016),” was formulated based on public pledges shown by President Rajapaksa in the 2005 presidential election. More specifically, the strategy included resolution of the civil war, large-scale development of infrastructure (electricity, ports, airports, clean water facilities, irrigation, roads, and transportation), stimulation of agriculture, and reinforcement of corporate and public services. The Sri Lankan government included the following goals to be accomplished by 2009: Achievement of about 6% of economic growth, increase in GDP per capita from US\$1,062 in 2004 to US\$2,053 in 2009, improvement of the unemployment rate from 7.4% in 2005 to 5% in 2009, as well as improvement of school enrollment rate from 95% to 98%, literacy rate from 95% to 97%, computer literacy from 10% to 20%, and female workers’ rate from 32.6% to 34.3% during the period from 2005 to 2009²¹.

After that, the revised version titled “Mahinda Chintana - Vision for the Future, The Development Policy Framework” was formulated in 2010. The revised version included achievement of eco-friendly economy and speedy development, realization of stable economy ensuring high-quality life and access to electricity, water, schools, and health facilities, reinforcement of a position as an emerging market economy country, integration to global economy, and improvement of international competitiveness. Goals were set as follows to achieve Millennium Development Goals (MDGs): Eliminating starvation and extreme poverty, promoting secondary education to all people, reducing rate of malnourished children by 12-15% from one third, etc. Furthermore, the following numerical goals were set: Achieving the economic growth of 8% or more, doubling GDP per capita to US\$4,000 by 2016, reducing the rate of employment rate in agricultural villages

¹⁷ World Data Bank, World Development Indicators, Government Expenditure on Education Total (% of GDP), <http://databank.worldbank.org/data/reports.aspx?source=2&series=SE.XPD.TOTL.GD.ZS&country=#> (Reference as of January 26, 2017)

¹⁸ Democratic Socialist Republic of Sri Lanka, Budget Estimates 2017

¹⁹ Democratic Socialist Republic of Sri Lanka, Budget Estimates 2016

²⁰ Budget Speech 2017, <http://www.treasury.gov.lk/documents/10181/28027/Budget+Speech+2017/a092d16a-68ec-46d5-8e27-9e3c00243aa8?version=1.1> (Reference as of January 26, 2017)

²¹ Ministry of Finance and Planning, Sri Lanka, Mahinda Chintana - Vision for the Future, The Development Policy Framework

from two third to half, increasing the rate of the urban population from one fourth to one third, etc.²².

However, given the victory of Mr. Sirisena, a candidate backed by all opposition parties, in the presidential election conducted in January 2015, Prime Minister Ranil Wickremesinghe delivered an economic policy speech in November 2015, emphasizing the following priority issues to be addressed over the medium term: (1) Creation of jobs for a million people, (2) Improvement of the income level, (3) Development of economy in agricultural villages, (4) Provision of land ownership rights to agricultural and real estate sectors, middle-class people, and public servants, and (5) Creation of a wide range of strong middle class²³.

Furthermore, Prime Minister Wickremesinghe announced a national economic development plan titled “An Empowered Sri Lanka²⁴” on January 4, 2017. The development plan, which was the first document announced after the current administration was inaugurated in January 2015, focuses on nine goals, including a “plan for large-scale economic corridors connecting regions.”

In general, Sri Lanka has achieved positive results for MDGs, and major goals and indicators have been attained or are expected to be attained²⁵. For the future, national policies will be examined by a committee consisting of specialists in each field so that Sustainable Development Goals (SDGs) can be achieved by 2030²⁶.

1-2. Background and Overview of the Grant Aid

Sri Lanka’s issue lies in a general lack of capabilities and structures of personnel, organizations, systems, funds, etc., of government organizations and relevant ministries handling each development issue to be addressed. Therefore, the biggest challenge is to improve administrative capabilities and establish structures for every focus area for assistance, and development of officers is expected as the core part of the JDS project.

Japan’s Country Assistance Policy to Sri Lanka (June 2012) sets “Promotion of economic growth,” “Development of emerging regions,” and “Mitigation of vulnerabilities” as focus areas, and encourages development of the foundation of each focus area, including development of human resources. In addition, JICA Country Analysis Paper (JCAP) for Sri Lanka indicates the strong need for assistance in not only the conventional development of infrastructure but also the support for policies, development of highly skilled human resources, etc., so that Sri Lanka can be further developed. The “Human Resource Development for Promotion of Economic Growth”- a focus area for assistance (sub-program) set by JDS - is established based on focus areas defined in the

²² Ditto, Mahinda Chintana

²³ NEWS.LK, The Official Government News Portal of Sri Lanka, <http://www.news.lk/fetures/item/10674-economic-policy-statement-made-by-prime-minister-ranil-wickremesinghe-in-parliament> (Reference as of January 26, 2017)

²⁴ Prime Minister’s Office homepage, <http://www.pmooffice.gov.lk>

²⁵ United Nations, Sri Lanka Millennium Development Goals Country Report 2014

²⁶ NEWS.LK, <http://www.news.lk/news/politics/item/15625-2030-sustainable-vision-not-a-political-agenda-president> (Reference as of January 26, 2017)

county assistance policy to Sri Lanka. It is important to promote the development of the foundation, including human resources, so that Sri Lanka can be further developed. This matches with Japan's assistance policy and JCAP, and is consistent with the policy and analysis.

Based on the above background, in the view of the importance of the JDS project implemented since FY 2010, a request was made for the acceptance plan for the 4 batches of the project from FY 2018 from the Government of Sri Lanka to the Government of Japan. It is expected that the project will contribute to strengthening administrative organizations and solving development issues through training of government officials by this project.

1-3. Government officers' career path and the status of human resources development

(1) Public service system

i) Sri Lankan administrative and public service system

Sri Lanka's national mechanism is headed by President, followed by Prime Minister and the Cabinet, under which a total of 50 ministries and 10 committees are established. As local administrative boundaries, Sri Lanka's land is divided into 9 provinces and 25 districts. Each district is further divided into divisions called Divisional Secretariat, and there are a total of 331 divisions in Sri Lanka. Administrative officers (All Island Services) are dispatched from the central government to the division level, and assigned to Divisional Secretary or other important posts in local administration, playing a key role in formulating and implementing local policies.

Policies related to Sri Lankan administration and public service are formulated by Ministry of Public Administration and Management, and issued by the Cabinet in the same way as other policies. Recruitment, appointment, transfer, promotion, discipline control, etc., for All Island Services, which refer to administrative officers as senior level officers, are appointed by Public Service Commission (PSC)²⁷.

²⁷ PSC is an independent organization consisting of nine members assigned by the Constitution Commission

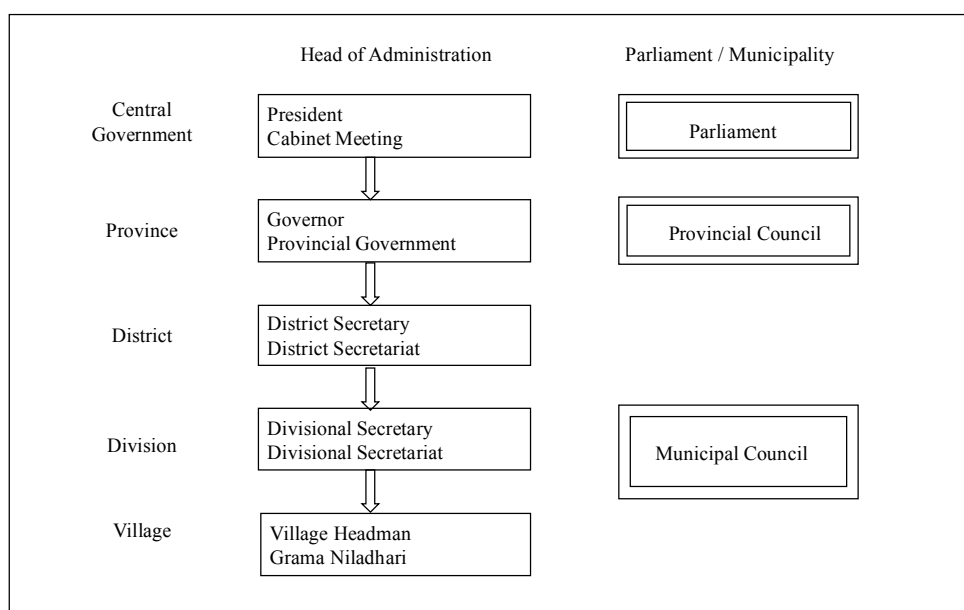


Figure 2: Organization of the Sri Lankan Government²⁸

The Establishment Code specifies detailed rules applied to public servants in general. Furthermore, Minutes²⁹ of each service released through Official Gazettes define appointers, salary range, grades, requirements for promotion, eligibility for training and recruitment, etc.

ii) Classification of public servants

As a category of public servants, there are All Island Services that refer to administrative officers as senior level officers. The All Island Services are further divided into Sri Lanka Administrative Service (SLAS), Sri Lanka Planning Service (SLPS), Sri Lanka Accountants' Service (SLAcS), Sri Lanka Engineering Service (SLES), etc. In particular, SLAS, mainly responsible for policy formulation, is regarded as service playing an important role in each ministry. In order to obtain a position as All Island Service, personnel should take various national examinations. There is also a technical position called "Development Officer Service³⁰". Other public servants engage in assistance work. The JDS project focuses on All Island Services for human resources development³¹.

Promotion is evaluated in a comprehensive manner based on work experience for a certain number of years, accomplishment of training at Sri Lanka Institute of Development Administration (SLIDA), work attitude, etc. After employment, not only positions in the central

²⁸ IC Net Limited and Oriental Consultants Co., Ltd., Jaffna Province Reconstruction and Development Promotion Plan (Fast-Track System Applied Projects) in Sri Lanka, November 2011

²⁹ Example: Minute of the Sri Lanka Administrative service

³⁰ Assigned by Director General of Combined Services in Ministry of Public Administration & Management.

³¹ Technical personnel from Development Office Service and some government-owned firms have been targeted since Component 1-4 "Environment Management / Disaster Management and Climate Change" was added in Phase 2.

government and urban organizations but also work experience at local departments (including provinces, districts, and divisions) that require difficult judgment and coordination in actual situation are considered important.

According to the Ministry of Public Administration and Management that controls personnel affairs for five services³² of All Island Services, there are especially clear career paths in the aforementioned SLAS and SLPS that mainly handle policy formulation and management, as well as SLAcS that takes responsibility for finance and accounting, all of which play an important role in each ministry.

Furthermore, SLAS, SLPS, and SLAcS, so-called “Generalists,” are featured by every several years’ transfer to various ministries that leads to opportunities for promotion. This particular personnel system for administrative officers in Sri Lanka is similar to personnel systems in India, Bangladesh, and Nepal. However, the system of promotion and transfer in Sri Lanka does not necessarily require transfer to departments not relating to specialized fields, but provide personnel with opportunities to apply for desired posts every year. There was a reorganization of ministries in 2015, and many JDS returned fellows were transferred to different ministries; however, they often return to ministries and posts that are similar to the work in which they previously engaged.

On the other hand, personnel affairs relating to administrative officers in technical categories of All Island Services are managed within each ministry -for instance, Sri Lanka Agricultural Service managed within Ministry of Agriculture- but appointment for transfer and promotion is handled by PSC³³.

There is also a system in which a person can make a request to PSC to reconsider his or her transfer if the person was ordered to be transferred to a post he or she did not desire. Administrative officers in Sri Lanka Agricultural Service, Sri Lanka Education Administrative Service, and other technical services are rarely transferred to other ministries.

In Sri Lanka, administrative officers’ grades are mainly classified into three categories as shown in the following table. The top of administrative officials is Secretary.

³² Five services: (1) Sri Lanka Administrative Service (SLAS), (2) Sri Lanka Planning Service (SLPS), (3) Sri Lanka Accountants’ Service (SLAcS), (4) Sri Lanka Engineering Service (SLES), and (5) Scientific Service

³³ Personnel affairs relating to transfer and promotion of administrative officers in All Island Services are examined by Ministry of Public Administration and Management or within each technical organization, but appointment for transfer and promotion is handled by PSC as mentioned above.

Table 5: Classification of Government Officials in Sri Lanka (SLAS)³⁴

Classification	Government Service (Central Government)	Government Service (Provincial Council and Local Government)	Description
Special Grade	Secretary Additional Secretary Commissioner General Director General etc.	Secretary Deputy Chief Secretary etc.	Positions equivalent to secretary and Director General
Grade I	Secretary Director (Ministry) Commissioner etc.	Municipal Commissioner Director (Provincial Dept.) Municipal Secretary (Colombo) etc.	Positions equivalent to director of ministries
Grade II	Deputy Secretary Deputy Commissioner Deputy Director etc.	Commissioner Director Municipal Secretary etc.	Positions equivalent to deputy director and section head
Grade III	Assistant Secretary Assistant Director Assistant Commissioner etc.	Divisional Secretary Deputy Commissioner Assistant Director Assistant Commissioner etc.	Positions equivalent to assistant director

iii) Recruitment

Recruitment examinations for All Island Services (referring to administrative officers as senior level officers) are planned and managed by the Ministry of Public Administration and Management under the supervision of PCS and implemented by Ministry of Education (Examination Department). Recruitment examinations for public servants are regularly conducted every year. Department of Management Service of Ministry of Finance, decides the number of personnel to be recruited according to government budgets and needs. Recruitment information is posted publicly on the government website through Official Gazettes. There are two recruitment methods: (1) General recruitment and (2) Internal recruitment. In the (1) General recruitment, people aged 22 to 28 who have graduated from universities are qualified to take the examinations. The (2) Internal recruitment is a system in which personnel who are not administrative officers can apply for the examinations if they satisfy certain conditions. Administrative officers need to go through a three-year probation period once recruited and pass examinations and training programs provided during the probation period.

iv) Recruitment and Promotion (career path)

According to the aforementioned Official Gazettes issued by PSC, administrative officers in SLAS, etc., are categorized into Grades I to III and Special Grade. Posts may differ depending on the status of each government organization, but are usually assigned as follows: (1) Secretary, Commissioner General or above for Special Grade, (2) Director or above in each ministry for Grade I, (3) Deputy Secretary and Deputy Director or above for Grade II, and (4) Assistant Secretary, Assistant Director, etc., for Grade III. Many JDS candidates fall into the category of Grade III. In the case of SLAS, Official Gazettes (Minutes) specify that a minimum of 10-year

³⁴ Created by government gazette and hearings from the Ministry of Public Administration and Management

experience³⁵ is required for promotion from Grade III to Grade II, and 7-year experience for promotion from Grade II to Grade I.

In Sri Lanka, according to interviews with Ministry of Public Administration and Management, administrative officers' promotion to Grade I or above requires a master's degree, and many administrative officers have acquired their masters' degrees at universities within the country. On the other hand, most of public servants who are not in All Island Services do not have a master's degree because the master's degree is not a requirement for them. However, many public servants desire to obtain a master's degree because they can become administrative officers if they take an examination for any of the All Island Services by 53 years old. As for a Ph.D., according to interview with Department of External Resources (ERD) of Ministry of National Policies and Economic Affairs, Ministry of Public Administration and Management, etc., the doctor's degree is not a requirement for promotion (including promotion to high-ranked officers) unless administrative officers belong to the technical category of services, such as engineering and science. Even in this survey, the number of administrative officers who have a doctor's degree was a few in each ministry.

PSC is entrusted to manage promotion and transfer to Special Grade and Grade I. Ministry of Public Administration and Management is entrusted to consider and recommend promotion and transfer to five services³⁶ for administrative officers in Grades II and below, but the appointment for promotion and transfer is handled by PSC. As for the Education Service and other technical services, each technical organization handles recommendation for promotion and transfer.

v) Gender consideration

Sri Lanka ratified a Convention on the Elimination of All Forms of Discrimination against Women in 1981. Furthermore, a Women's Charter was endorsed by the Cabinet in 1993. The Charter defines women's rights at home, as well as women's rights on education and training, economic activities and benefits received from the activities, health and nutrition, protection from social discrimination, etc. Ministry of Women and Child Affairs is responsible for formulating and implementing measures for female empowerment, health of mothers and children, female education, etc.³⁷ The National Action Plan for the Protection and Promotion of Human Rights 2011–2016 specifies women's rights and demonstrates the Sri Lankan government's commitment to gender equality.

The percentage of female employees is approximately 32%³⁸ in Sri Lankan governmental organizations and approximately 30% in ERD, a major target organization in the JDS project. Sri Lanka has achieved high-level indexes on gender equality in the Millennium Development Goals

³⁵ In a hearing session, a JDS returned fellow in ERD mentioned that she could promote from Grade III to Grade II in two weeks - her ten year service with the government.

³⁶ Administrative Service, Engineering Service, Scientific Service, Accounting Service, Planning Service

³⁷ Ministry of Women and Child Affairs, <http://www.childwomenmin.gov.lk/English>

³⁸ Department of Census and Statistics, <http://www.statistics.gov.lk>

(MDGs). On the other hand, the rate of female participation in politics remains low.

Results of nationwide election conducted in 2004 and 2010 indicate that the percentage of female congressional representatives is only 5.8%. According to an ADB report³⁹, the percentage of female workers in the public sector (20%) is higher than that of male (13.5%)⁴⁰. The report also indicates that the percentage of male workers in the private sector (43.7%) is higher than that of male workers in the public sector⁴¹. Although the percentage of female workers in the public sector is relatively high, the percentage of female Grade I officers (at the level of Director or above in ministries) remains low at 25% in the SLAS group. It is said that there is an invisible barrier that hinders women from being promoted within organizations.

During the four years from 2009 to 2013 in Sri Lanka Phase 1, the percentage of female applicants was 43%⁴² on average. During the four years from 2014 to 2017 in Phase 2, the percentage of female applicants was 52.6%, which exceeded the percentage of male applicants (47.4%). However, the percentage of female successful applicants during the period from 2014 to 2016 was 46.7%, and that of male was 53.3%. This shows that the women's examination pass rate is not high compared to men's.

(2) Human resource development system

In Sri Lanka, the aforementioned SLIDA and other organizations are established as public servants' training institutions under Ministry of Public Administration and Management. SLIDA provides public servants with (1) Introductory training for new comers (for six months), (2) In-service training (skill development training by grade for administrative officers in Grades I to III), (3) Short-term training, etc., in addition to undergraduate and master's degree programs. Confirmed Officers who have finished a three-year probation period are qualified to apply for overseas studies and other long-term training programs. Regulations regarding a return to work after overseas studies require Sri Lankan public servants to work for at least four times longer period than the overseas study period⁴³ after returning to work. If a person fails to fulfil the obligation, he or she must pay back salaries paid during the leave of absence, as well as scholarship money, in accordance with the Establishment Code.

As a focal point of all donors' training and overseas study programs, ERD determines requirements for training and overseas studies and provides the information to all ministries through the government circulars. According to the circulars, applicants must be 45 years or

³⁹ Country Gender Assessment Sri Lanka, <https://www.adb.org/sites/default/files/institutional-document/172710/sri-lanka-country-gender-assessment-update.pdf>

⁴⁰ The percentage of female workers by sector: Public sector 20%, Private sector 35.9%, Entrepreneurs 23.6%, etc.

⁴¹ Male workers tend to prefer the private sector that offers higher salaries than the public sector although the public sector can provide stable employment, pension system, low-interest-rate loan, and other benefits.

⁴² The percentage of female applicants is much higher compared to other South Asian countries (Bangladesh and Nepal).

⁴³ A maximum of 10 years of work is required after returning to work. Salaries will not be paid after the third year of overseas study, and the period after the third year will not be counted as an in-service period.

younger and complete a three-year probation period as requirements for applying for master’s or higher degree programs.

1-4. Trends of the Japan’s ODA to Sri Lanka

1-4-1. Trends of the Japan’s ODA

Ever since 1952 when Sri Lanka and Japan established diplomatic relations, Japan has been consistently the largest donor country, and the bilateral relationship is steadily growing in a wide range of areas. In recent years, there are frequent mutual visits of VIPs between two countries. In particular, the visit of Prime Minister Shinzo Abe to Sri Lanka in 2014 was the first time in 24 years, showing Japan's emphasis on Sri Lanka. In October 2015, Prime Minister Ranil Wickremesinghe visited to Japan. Prime Minister Abe and Prime Minister Wickremesinghe held a Summit Meeting and released “Joint Declaration on Comprehensive Partnership between Japan and Sri Lanka”. Considering the importance of economic growth and development of Sri Lanka, the two leaders decided to put particular focus on taking initiatives in (i) Promotion of Investment and Trade, (ii) Cooperation on the National Development Plan in Sri Lanka, and (iii) National Reconciliation and Peacebuilding.

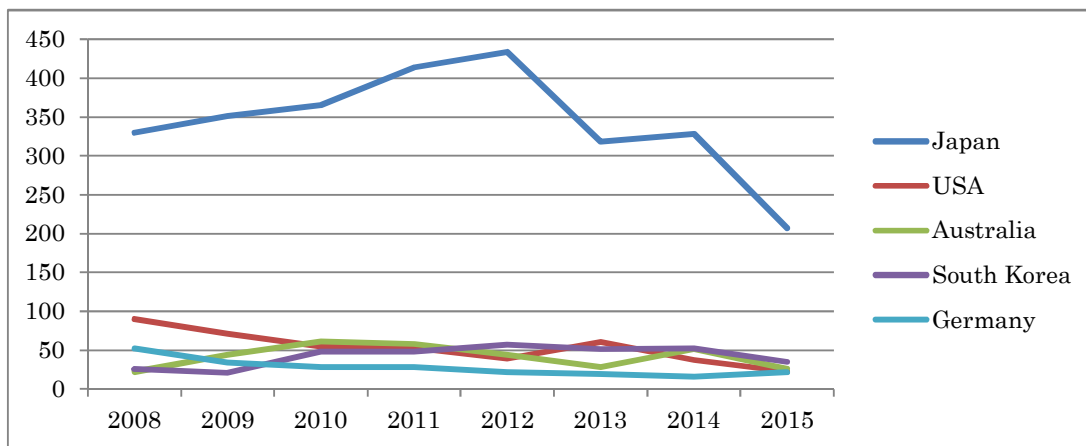


Figure 3: Aid expenditures by major donors to Sri Lanka⁴⁴
(Dollars in millions, based on aggregate spending)

Along with the assistance given to Sri Lanka in the framework of bilateral cooperation, Japan has actively participated local donor meetings attended by major donor countries and international organizations as well as themed working groups and workshops sponsored by the Sri Lankan government etc. Aid expenditures by major donors in recent years are shown in Figure 3. When it includes non-DAC member countries, total amount of aid expenditure in 2012 are; 1st China, 2nd India and 3rd Japan⁴⁵.

⁴⁴ Geographical Distribution of Financial Flows to Developing Countries, Disbursements, Commitments, Country Indicators 2014 & 2017, OECD

⁴⁵ Sri Lanka Country Evaluation Report (Third-party evaluation), February 2014, Global Link Management, Inc.

The country assistance policy to Sri Lanka formulated in June 2012 set forth the overall goal as “Promotion of economic growth in consideration of emerging regions” and focused on the three areas given below (see Table 6).

Table 6: Rolling Plan for Project Planning for Sri Lanka

Basic Assistance Policy	Priority Area	Development Issue
Promotion of economic growth in consideration of emerging regions	Promotion of Economic Growth	<ul style="list-style-type: none"> • Infrastructure Development for Economic Growth
	Development of Emerging Regions	<ul style="list-style-type: none"> • Social and Economic Improvement in Emerging Regions • Development in Conflict Affected Areas
	Mitigation of Vulnerability	<ul style="list-style-type: none"> • Social Infrastructure Development for Mitigation of Vulnerability

(1) JICA’s Projects for Capacity Building in Sri Lanka

In the 2014 fiscal year, JICA conducted a survey “Data Collection Survey on Industrial Human Resource Development” to consider the necessity and possibility of JICA’s cooperation in industrial human resource development of Sri Lanka. In the survey, it mentions possible approaches to improve university education are professional development of university lecturers, improving facilities and equipment, and cooperation among universities.

Furthermore, training was provided to around 1,800 local administrative officers in Sri Lanka during the period from March 2011 to March 2016 under the Human Resources Project for Community Development in Conflict-Affected Areas⁴⁶. The project was designed to support three provinces (Northern, Eastern, and North Central Provinces) to develop trainees and provide training to local administrative officers for the purpose of increasing the officers’ ability in community development and improving the provincial training institutions’ capability for training.

1-4-2. Japanese government’s scholarship programs

As of May 2015, 208,379 international students (government-sponsored and privately-financed) are receiving education in Japan⁴⁷. Looking at the number of international students by region of origin, students from Asian region account for 93%. As for the number of international students by nationality, Japan has received 3,976 students from Sri Lanka, the 7th largest group overall. The number of Sri Lankan students studying in Japan with privately financed have increased year by year. It increased more than four times in 10 years, there were 1,051 students in 2007, and 3,843 students in 2016.

⁴⁶ JICA Knowledge Site, http://gwweb.jica.go.jp/KM/KM_Frame.nsf/NaviIndex?OpenNavigator

⁴⁷ JASSO, "Result of an Annual Survey of International Students in Japan 2016," 2017

A study-in-Japan fair is held in Sri Lanka, and EDEX Expo is held twice a year by a Sri Lankan public benefit group. Japanese universities have also participated in the events since 2016 in response to an invitation from Embassy of Japan in Sri Lanka.

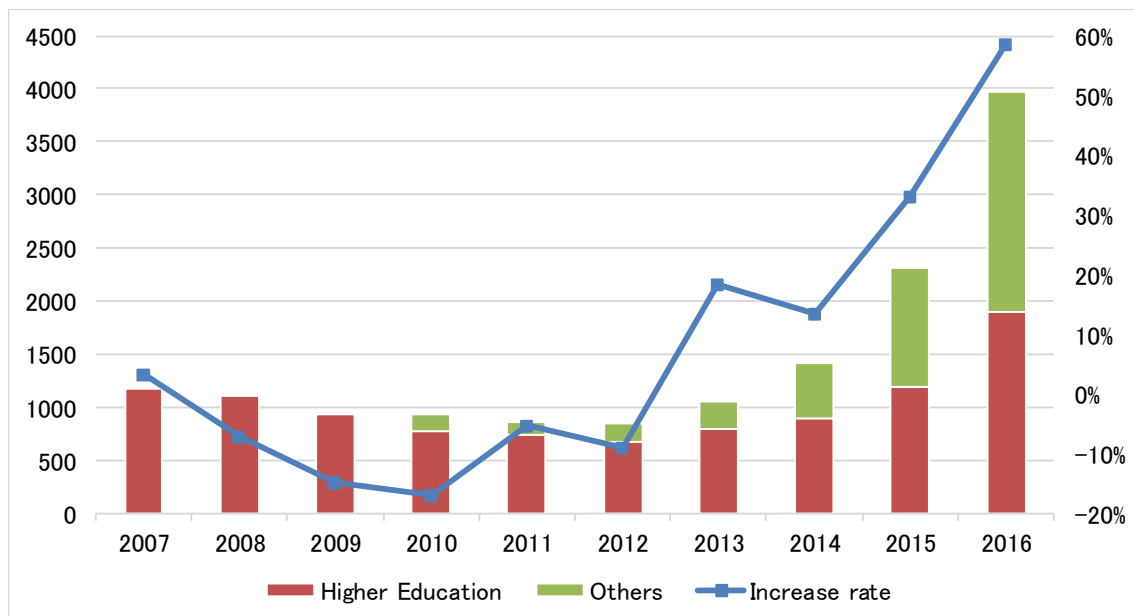


Figure 4: The Number of Students from Sri Lanka

Mainly five organizations operate programs for Sri Lankan students studying in Japan sponsored by the Japanese government. There are three major types of programs which target administrative officers like JDS: Young Leaders' Program (YLP), a scholarship student program sponsored by Ministry of Education, Culture, Sports, Science and Technology; scholarship student programs operated with contributions from the Japanese government to international organizations; and JICA's long-term training programs. Table 7 describes the outlines of these programs.

Table 7: Japanese government’s scholarship programs

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation Ph.D.) Program	To support outstanding researchers from Asian and African nations in obtaining Ph.D. from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide <u>middle managers</u> in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
	Japan-IMF Scholarship Program for Asia (JISPA)	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training <u>young administration officials</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a Master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a Ph.D. course in any university in Japan (not specified).
	Asian Development Bank - Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.

JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
	ODA Loan Scholarship Program	Dispatch exchange students to Japan in order to contribute to solve the development issues of developing countries by educating government officers, engineers and scholars. This program covers wide range of courses such as short time, long term, bachelor, master and doctor.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese Studies overseas, this program provides support to outstanding foreign scholars, researchers, and Ph.D. candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

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

Japanese-government-sponsored scholarship programs for international students including Sri Lanka started in 1954. Young Leaders Program (YLP) and Research Student are scholarship programs of graduate school same as JDS. Six students in total from Sri Lanka have studied in Japan for YLP from 2008 till 2015. From 2006 till 2015, 991 students of Research Student in total were accepted. Based on the field of study in recent 10 years, engineering is 47%, agriculture is 17%, and social science is 8%, the need of engineering and science is high.

Table 8: Overview of Research Student and YLP in MEXT Scholarship Program

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

(2) Overseas studies scheme under ODA

The overseas studies scheme under ODA has produced results in accepting long-term trainees through JICA technical cooperation, and 41 students were accepted from Sri Lanka until September 2016 for the study in JICA project-related fields, including food science and participation-based development method. In addition, about 10 students were accepted every year through ADB Scholarship Program during the period between 1988 and 2014, and a total of 184 students have studied mainly at graduate schools in Japan and some other countries.

(3) Local alumni association activities

The Monbusho Alumni Association of Sri Lanka⁴⁸ was established 15 years ago to connect people who have studied in Japan for the purpose of building a network between the people who have returned to Sri Lanka, reinforcing cultural and educational relationships between Sri Lanka and Japan, and acquiring knowledge through the partnership of both countries' universities. After that, the organization was reformed to include all people who have graduated from Japanese universities, and the name of the association was changed as well to the Japanese Graduates' Alumni Association of Sri Lanka (JAGAAS). There is presently a network of more than 100 alumni, and the current chairman is a Vice President of the University Grants Commission. JAGAAS's major activities include implementation of regular meetings, various seminars, and lectures, as well as participation in Japanese culture festivals.

JICA Alumni Association (AA) of Sri Lanka⁴⁹ was formed in 1973 with JICA Alumini and now over 1300 members registered. The Association conducted activities of blood donation campaigns and help a student project. It was honored with an award of its contribution to Sri Lanka on the International Blood Donors Day in June, 2015.

1-4-3. Situation of private cooperation and exchange

The amount of trade between Japan and Sri Lanka in 2015 was approximately 174.1 billion yen, with imports to Japan from Sri Lanka accounting for approximately 32.6 billion yen and exports from Japan to Sri Lanka for approximately 141.5 billion yen, meaning that Japan has a significant export surplus. The major items imported from Sri Lanka to Japan are tea, textile products and seafood, while the major exports from Japan to Sri Lanka are automobiles, general machinery, yarn of textile and fibrous goods. Direct investment from Japan is a cumulative total of 1.5 billion rupee. The number of branch offices of Japanese businesses opened in was four, although there are 17 representative agencies and 51 companies that incorporated locally.⁵⁰

According to a survey conducted by JETRO Colombo Office, the number of Japanese companies that have offices in Sri Lanka is currently 130. Major companies include Kohoku Kogyo, YKK, Noritake, Shin Nippon Air Technologies, Onomichi Dockyard, Mitsubishi Corporation, Itochu Corporation, and Nippon Express. Companies registered in the Japanese Chamber of Commerce and Industry in Sri Lanka are mostly manufacturers aimed at exporting products to Europe, the U.S., and Japan, many of which are mid- to small-sized export-oriented companies. Recently in Japan, an IT Park initiative is developed in Minami-uonoma City, Niigata Prefecture, as an industrial hub that gathers information technology (IT)-related companies from overseas countries, including Sri Lanka, so that the regional economy can be stimulated with the growing IT industry.

⁴⁸ Study in Japan Comprehensive Guide, http://www.studyjapan.go.jp/jp/ath/ath03j_08.html

⁴⁹ JICA Alumni Association of Sri Lanka, <https://www.jica.go.jp/srilanka/english/office/others/alumni.html>

⁵⁰ Ministry of Foreign Affairs Census of Japanese Living Abroad, FY2015 digest version

Hearings were conducted at JETRO Sri Lanka Office regarding ideas on how to lead private partnership with JDS returned fellows in Sri Lanka. Although no discussion was made on a specific method of private partnership, a request for support was made to leverage the utilize of JDS fellows as “diplomatic assets” by the private companies based in Sri Lanka in the future.

1-5. Trend of Other Donor’s Aid

In Sri Lanka, various donors have been implementing scholarship programs. Like the JDS, the Korea International Cooperation Agency (KOICA) scholarship programs are mainly designed to train government administrators for Sri Lanka. Australia Awards Scholarships (AA) in particular is the biggest rival to the JDS, and is actively recruiting government officials to become students. Including the private sector, the Fulbright and Chevening scholarships as well as AA are able to recruit top-class students from wide range.

Table 9: Other Donor’s Scholarship Programs in Sri Lanka

Scholarship	Target Group	Degree	Field of Study	Number of Scholarships
Australia Awards Scholarships	Public, private, or civil society sectors	Master	Economic Development, Mathematics, Finance, International Trade, Business, Agriculture, Governance etc.	Around 30 per year
KOICA Scholarship Program	Government/ municipality officials or researchers/instructors in state institutes	Master	Economic Policy, Women Leaders Development, International Trade, Agriculture, Public Administration, Economic Development etc. *Medium of study: English	Around 10 per year
Chevening Scholarships	Open recruitment	Master (1 year)	Agriculture, Architecture, Art, Business, Education, Engineering, Finance, Humanities, Law etc.	Around 8 per year
Russian Government Scholarships	Open recruitment	Bachelor, Master, Ph.D., Training and Vocational School	Diverse fields available *Medium of study: Russian	Around 8 per year
Chinese Government Scholarships	Open recruitment	Bachelor, Master, Ph.D.	Science, Engineering, Pharmacology, Economics, Law, Business Management, Education, History etc. *Medium of study: English	Around 5 per year

i) Australia Awards

Australia Awards began in the 1950s, and about 30 students are accepted every year at graduate schools in Australia for master's degree courses. Priority sectors are decided every two years, and three priority sectors (Economic Development, Good Governance, and Gender Equality) are set for 2017. No Ph.D. program is currently offered.

Applicants are not restricted based on age or organization they belong to, and the scholarships are open to anyone. The Australia Awards' policy is to increase applicants from the private sector because public servants have abundant opportunities for overseas studies using JDS, Fulbright, Chevening, and other scholarship programs. The percentage of public servants was high among successful applicants during the past years, but personnel from the private sector currently account for around 60% of total successful applicants. The percentage of successful applicants from the private sector is on an increase.

Sri Lanka Association of Australia Awards Alumni (SLAAAA) was established in 2014. There are 15 steering committee members who are elected every December. There is an online system in which alumni can register their name, contact information, current occupation, etc. The registered alumni pay annual membership fees. There are more than 1,000 alumni from the scholarship, but only 70 to 80 alumni are so far registered. The association holds meetings, workshops, etc., and invites alumni to events held when Australian high-level officials from the Department of Foreign Affairs and Trade visit Sri Lanka, but there is an issue as to how the association can involve alumni.

ii) Korea International Cooperation Agency (KOICA) Scholarship

The KOICA Scholarship Program, which began in 1993, accepts approximately ten students every year for master's degree courses. All requirements for application, etc., are decided by the KOICA headquarters. Students are accepted from all target countries under almost the same requirements. No Ph.D. program is offered.

Not only administrative officers (including All Island Services) but also all public servants (including assistant staff having no promotion opportunities) can apply for the scholarship program. A public servant from Ministry of Development Strategy and International Trade who is currently studying overseas through the program used to work as assistant staff.

ERD recruits and recommends candidates from the government, and sends application forms to the local KOICA office; therefore, candidates are narrowed down at ERD in the recommendation process. There is no English test.

There is an Alumni Association of KOICA Fellows in Sri Lanka (AKOFE). There are 18 steering committee members, and the association holds seminars and workshops in addition to organizing an annual meeting. The association is also proactive in activities, including donation of equipment to schools and local hospitals.

iii) Chevening Scholarship

The Chevening Scholarship is overseas study scheme funded by the British government that started in 1983. Designed to foster young global elite, including from Japan, it provides a one-year master's course. In 2016, it is scheduled to be awarded to more than 1,500 people from around the world. It makes effective use of social media such as Facebook and Twitter, and of graduates and current fellows, who share their experiences. Applicants in each country can apply using an online system, making it easy to apply. The application period is from early August to early November, which is similar to JDS. The deadline for applications is the same for all target countries.

1-6. Situation and Needs for Human Resource Development in Target Organizations

Survey of the Target organizations was conducted with the questionnaire and interviews, in order to validate the situation of Target organizations such as the necessity of human resource development in priority area/development issue and the number of potential JDS candidates.

(1) Questionnaire overview

A questionnaire survey was carried out with target agencies for Phase 3 from December 2016 to March 2017. The questionnaire form was prepared in English.

- Questionnaire forms sent out: 19 December 2016
- Deadline: 13 February, 2017 (Since response rate was low, follow-up has been done to collect the answers after the deadline)
- Targets: 49 organizations (target agencies under Phase 3) and some semi-governmental organizations which were recommended by Japanese side.
- Response rate: 30% (15 out of 49 agencies responded)

(2) Interviews overview

Based on the results of the questionnaire and the analysis of existing materials in Japan, local surveys were conducted in Sri Lanka in December 2016, March and April 2017, visiting 15 major agencies to interview people regarding the needs of personnel training and development issues. In addition, requests for cooperation with the next phase were also made. At the target organizations, in addition to the persons in charge of the JDS project in Human Resources, the persons in charge of other JICA projects currently under way were also invited to request the possibilities of cooperation with JDS, requests for JDS based on other JICA projects, and so on.

(3) Findings of both surveys

i) Potential candidates in the ministries

According to the questionnaire survey, the number of All Island Services officers was 29 on average in 15 organizations which have replied back to the survey. All Island Service officers often gain managerial positions in ministries, and the interview survey conducted this time identified around 10 administrative officers assigned to each ministry. On the other hand, many young administrative officers were assigned to departments (affiliated organizations of ministries) and were responsible for their specialized work. Therefore, there is a high possibility that many JDS potential candidates are assigned to departments to which more young administrative officers are allocated than ministries.

Personnel aged 25 to 40 - target of JDS - account for 45% of total personnel. There is a slight difference in age structure depending on the organization, but according to the survey, personnel in their 20s and 30s (possible JDS candidates) account for about a half.

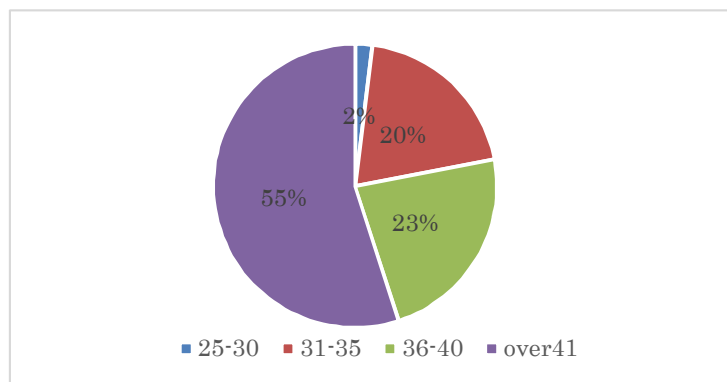


Figure 5: Age composition of target organizations

The male-female ratio was male 53.0% and female 47.0%. In particular, the male-female ratio of under 40 years old which is eligible for the JDS project, male 47.0% and female 53.0%. From the interviews, we learned that recently females have high possibility to pass the exam of being government officer, and male tend to work in the private sector in IT industry. Women account for 52.4% of the applicants for the JDS project in Sri Lanka (Phase 2), and we learned that there are no big differences in the potential candidate population. In terms of employment type, 53% is All Island Service staff, and 47% is other assistant staff.

All Island Service officers are required to obtain an undergraduate degree, so all of them have their undergraduate degree; however, only 25% of them have obtained a master's degree. Only four officers have obtained a Ph.D. degree in 15 organizations.

The ability of English cannot be correctly measured because many organizations do not grasp their personnel's English scores. However, 33% of All Island Service officers have obtained IELTS 6.0 or TOEFL 500 points or more-benchmark for overseas studies-in six organizations which have replied back to the survey.

The percentage of All Island Service officers in Grade III or under was 58%; Grade II, 18%; Grade I, 19%; and Special Grade, 6%. As mentioned earlier, personnel require 10-year work experience for promotion from Grade III to Grade II, and many JDS applicants are in Grade III.

ii) Development issues and personnel training needs

The priority fields and development issues for target organizations confirmed through interviews have been summarized in Table 10.

Table 10: Priority areas and development issues in main target organizations

Organization	Top 3 prioritized Needs of Human Resource Development		
	1	2	3
Ministry of Higher Education & Highways, Higher Education Division	Planning, monitoring, financing, attitude	Training people for developing and maintaining a IT based MIS	Training/hard capacity of people involving with partly preparation
Ministry of Provincial Councils and Local Government	To provide subject related training and transfer them to other divisions or subjects on regular basis and motivate each employee to think out of the box by giving value to them.	To give opportunities with financial assistance for the staff in general.	Establishment of a research and development unit and equip the staff with required knowledge.
Ministry of Labor and Trade Union Relations	Public Policy Analysis, Development and Implementation	Project Management	Industrial Relations
Ministry of Disaster Management	Improve the ability of working in English.	Improve Disaster Management subject knowledge.	Ability of report writing, Presentation Skills, Analytical skills of subject matter and data.
Ministry of Regional Development	Increase the relevant skills and competency of the officers.	Attitudinal change towards team work.	Build up the leadership qualities in the managerial level officials.
Ministry of Plantation Industries	Knowledge Enhancement	Change of Mind	Self Confidence
Ministry of Tourism Development and Hindu Religious Affairs	Update with the new knowledge	Capacity Development	Increase the Efficiency, effectiveness and quality of work life
Ministry of Health	Development & Implementation of Health Policies	For efficient and cost effective Healthcare Planning	For proper Planning & Management of Healthcare Delivery
Ministry of Development Strategies and International trade	Assessment of trade potentials with major markets	Assessment on right investments	Skills in into agency coordination and leadership
Ministry of Finance	Continuous training and development programme in HR, Economics-Macro/Mikro, Financial Management and Public Policy, Development Strategies	Advanced Technological Assistance	
Ministry of Petroleum Resources Development	To improve the expertise in relation to use of LNG	To improve the knowledge on petroleum products	To improve the knowledge on new technologies in the field of LNG use of accessories in relation to fuel selling
Department of Irrigation Water Management and Training	Water Resources Management	Flood Risk Management	Hydraulic Engineering and river basin management
Southern province provincial Revenue Department	Enhancement of overall knowledge of employees	Carrier Development	Organization Development through Humman R,D
Governor's Secretariat Office, Southern Province	Proper training and development plan	Proper performance evaluation system	HR policy development
Uva Province Council	Need of human resource with competency in analytical skills to conduct development research.	Need of human resource with IT skills to create and operate data base for various subjects.	Need of officials with language proficiency for the effective implementation of national language policy in our organization.

Ministry of Development Strategies and International Trade which newly established by the regime change in 2015 noted that they need human resource development among evaluation of trading potential with major market, evaluation validity of investment, and reinforcement in leadership and coordination skills. From Department of Irrigation Water Management and Training, they are necessary to train specialists in water resource management, flood risk management, and hydraulic engineering and river basin management.

According to an interview survey conducted to Department of Irrigation Water Management and Training, an affiliated organization of Ministry of Irrigation and Water Resources Management, most of the department’s young technical officers work in local areas, and there are strong needs for training for these officers. Furthermore, according to the survey, it was found that a JDS returned fellow who studied in Graduate School of Life and Environmental Sciences in Tsukuba University was assigned to a one-year lecturer in a laboratory owned by the department after returning to Sri Lanka in the autumn of 2016, playing a role in reinforcing the organization by providing young people with knowledge obtained in Japan.

In an interview survey conducted to a JICA specialist allocated to the Department of Meteorology, an affiliated organization of Ministry of Disaster Management, the following comment was provided: “There are 300 technical officers in the Department of Meteorology, among whom weather forecasters are especially capable as they have learned physics and mathematics at universities. However, the weather forecasters learn how to observe and forecast weather while receiving training after entering the Department because there is no university in which they can major in Meteorology in Sri Lanka. It is of great significance for young officers to thoroughly study Meteorology for two years in a master’s degree program in Japan in order to acquire sufficient knowledge of weather observation and forecast and reinforce the weather-related organization in Sri Lanka.”

iii) Existence of personnel training systems

In the questionnaire, when the existence of internal training systems was asked, 10 of the 14 agencies who responded replied that such internal training systems were conducted. Of these, in 8 organizations, skill-enhancement training is carried out in specialized fields.

iv) Needs for doctorate programs

The necessity of Ph.D. degree holders was asked in the questionnaire, 47% of the agencies responded that Ph.D. degree holders were necessary.

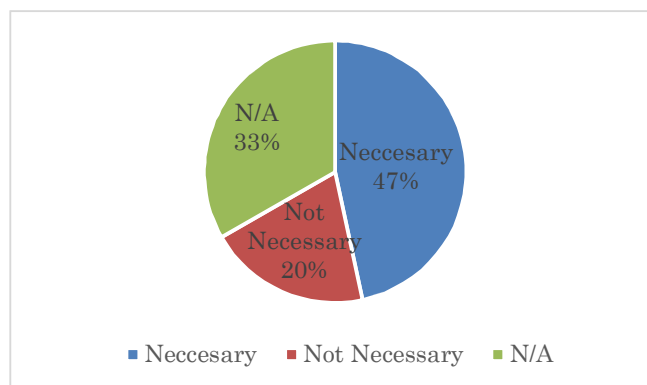


Figure 6: Necessity of PhD

In the hearing survey, technology-related ministries, such as Ministry of Disaster Management and Ministry of Irrigation and Water Resources Management, showed strong interest in and need for Ph.D. programs.

Table 11: Result of survey regarding need for Ph.D. programs

Organization	Reason
Ministry of Finance	Necessary for expertise of public policy, financial management, economic development, tax, etc. which related to the work.
Ministry of Development Strategies and International Trade	Necessary for expertise of the field which related to policy making on investment promotion and trade.
Ministry of Disaster Management	Necessary to train specialists with high expertise in metrology and disaster management field.
Department of Irrigation Water Management and Training	Need Ph.D. degreed officers to educate technical personnel, in the field of the Irrigation and water resource management.

Most of the agencies felt that restricting the age range to 40 or under could limit the number of applicants, so it might be better to expand the age range to 45 or under at the recruitment stage.

On the other hand, Sri Lankan Establishment Code, as a general rule, does not consider the third and subsequent years of study period as an in-service period if personnel study overseas for more than two years. When the third and subsequent years of study are not counted for the in-service period required for promotion, JDS fellows' promotion may be delayed for three years if they take Ph.D. programs. However, according to PSC Secretary, there is a case-by-case possibility that the study period may be counted for the in-service period as a special measure if a person obtains recommendation from Secretary of a ministry to which the person belongs and approval from PSC. ERD also showed an example of an officer who has studied overseas for master's and doctor's degree programs after obtaining approval for five years of overseas study. This matter should be continuously checked by gathering examples of overseas studies for Ph.D. programs.

v) Major destinations for overseas studies

According to the questionnaire survey as to whether top officers (Secretary-level) have studied overseas, top officers in five out of 15 organizations (which have replied back to the survey) have studied overseas for master's degree programs. Destinations for overseas studies included Australia, Singapore, the Netherlands, and etc.

Japan came in the first as the destination for overseas studies to which Target organizations desire to send their personnel, and Australia came in second. According to a JICA specialist allocated to Department of National Planning, Ministry of National Policies and Economic Affairs, many All Island Service officers desire to study in Japan or Australia, and the results of the survey indicate the same trend. According to the JICA specialist, not many young administrative officers desire to study in the U.K. because of little opportunities for scholarships in the U.K.

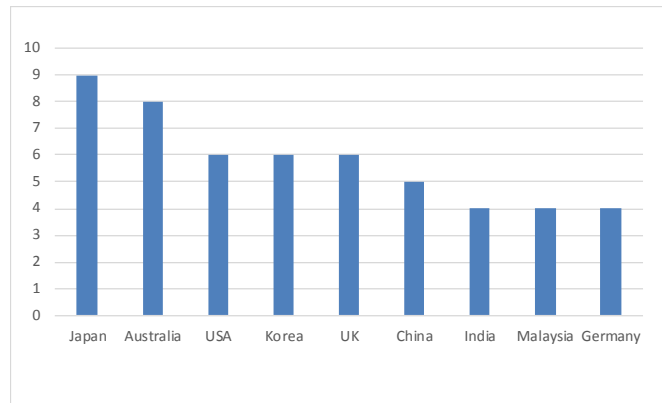


Figure 7: Major destinations for overseas studies for the officials in main target organization

vi) Expectation toward the JDS project

As shown in Figure 7, “high-quality education in Japan” was most expected from the JDS project (study in Japan) in the questionnaire survey. Furthermore, expectation was high for “support from the Sri Lankan government” and “reinforcement of the ability of personnel and organization” because the JDS project is a scholarship program implemented under the agreement of the Sri Lankan Government.

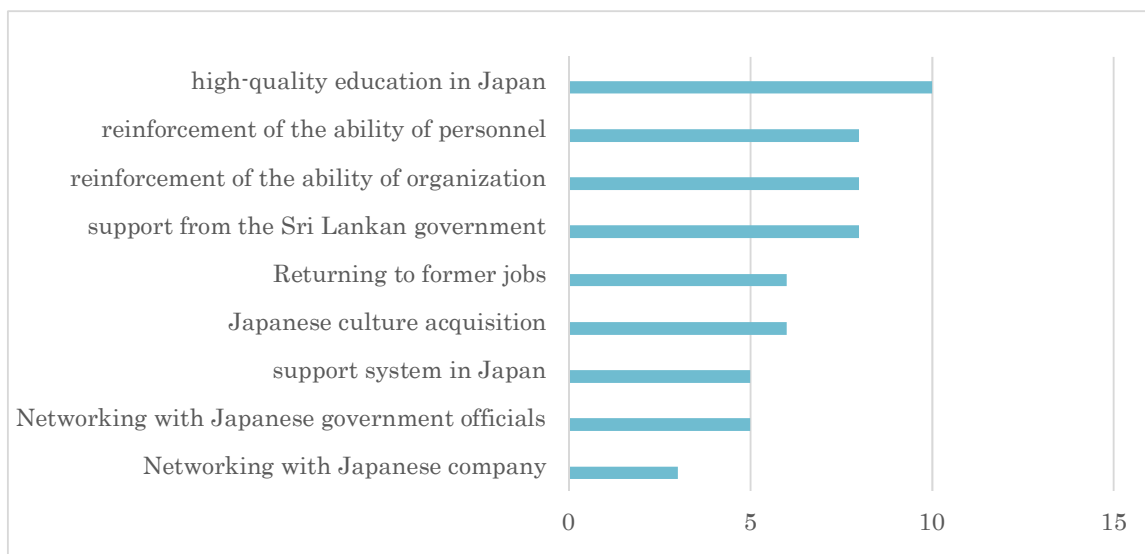


Figure 8: Expectation to JDS project

vii) Donors’ scholarship programs

Almost all Target organizations which have replied back to the survey utilize Australia Awards and KOICA Scholarship Program for overseas study of their officials.

Table 12: Overseas scholarship program for ministries by Donors

Organization	Title	Donor Country	Field of Study	Number of Scholars per year
Ministry of Labor and Trade Union Relations	Australia Government Scholarship	Australia	Development Policy	1 or 2
	KOICA Scholarship	Korea	Industrial Relations	1 or 2
Ministry of Disaster Management	Australia Government Scholarship	Australia	Research and Leadership Skills	
	China Government Scholarship	China		
	Master of Public Management in Singapore	Singapore	Master in Public Administration	
Ministry of Tourism Development and Hindu Religious Affairs	Australia Government Scholarship	Australia		
	KOICA Scholarship	Korea		
	NUFFIC Scholarship	Netherlands		
Ministry of Health	Australia Government Scholarship	Australia	Health	2
	China Government Scholarship	China	Health	5
	KOICA Scholarship	Korea	Health	3
	India Government Scholarship	India	Health	3
Ministry of Development Strategies and International Trade	Australia Government Scholarship	Australia	Economics/ Public Policy	1
	KOICA Scholarship	Korea	Business management	1
Ministry of Finance	Australia Government Scholarship	Australia	Public Policy, Economics, International Studies	4-5
	KOICA Scholarship	Korea	Economics Public Management	3
	NUS Scholarship	Singapore	Public Policy	2
Ministry of Petroleum Resources Development	KOICA Scholarship	KOREA	Energy Efficiency	1
Ova Province Council	Australia Government Scholarship	Australia	Human Resources Development	2
	China Government Scholarship	China	IT, Human resource Development	2
	KOICA Scholarship	Korea	Human resource development	1

viii) Donors' training programs

Many training programs are offered by India, China, World Bank, U.N. agencies, etc. Furthermore, the training programs cover a broad range of fields, mainly specialized fields of each ministry.

Table 13: Training programs provided by Donors

Organization	Agency	Donor	Field of Study	Number of Scholars per year
Ministry of Labor and Trade Union Relations	APO	Japan	Labor Management Relations, Industrial Relations	1 or 2
	ITEC	India	Women & Enterprise Development, Methodology for Development, Professionals, Entrepreneurship and Skill Development	3
Ministry of Disaster Management	JICA	Japan	Disaster Management etc.	
	UNISDR	UNISDR	There are various fields of training	
	UNISDR	UNISDR	There are various fields of training	
Ministry of Development Strategies and International Trade	JICA	Japan	Business management	1
Ministry of Health	JICA	Japan	Health	8
	ITEC	India	Health/IT/English	20
	WHO	WHO	Health	20
	World Bank (SHDP)	World Bank	Health	30
Ministry of Finance	ITEC	India	Language, Management & Leadership, HR	15
	China	China	Economics, Finance & Tax Policy	10
	Singapore Civil Service College	Singapore	HR, Leadership & Management	3-4
Ministry of Petroleum Resources Development	JICA	Japan	Energy	1
	ITEC	India	Information Technology	2
Governor's Secretariat Office, Southern Province	ITEC	India	Environment and Renewable energy course	
	UNITAR	Korea	Cultural Tourism Development in the Asia and the Pacific Region	
Uva Province Council	ITEC	India	IT, Human resource development, Finance	15
	MAL	Malaysia	Human resource development	3
	THI	Thailand	Human resource development, finance	3
	SIN	Singapore	IT, Human resource development	2

Chapter 2 Contents of the JDS Project

2-1. Overview of JDS Project

As mentioned above, JDS 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 fellows. 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) determined by the target country based on discussion with related organizations of Japanese side, differing from other scholarship programs that support individuals for overseas study.

On the basis of the above mentioned aim and features of the JDS project 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 Country Assistance Policy by Japanese government, and availability of potential candidates at identified Target organizations and others. Further, based on the result of said Survey, the Survey team formulates the scale of the JDS project set as four-batch package, and program plan of each Sub-Program (the Basic Plan for the Sub-Program).

2-1-1. Project Design

Table 14 shows the JDS priority areas and key development issues and research topics identified on the basis of the field survey conducted in March 2017.

Table 14: Framework of JDS Sri Lanka (FY2018-2021)

Sub Program	Component	Expected Research Theme
Human Resource Development for Promotion of Economic Growth	1-1 Public Policy and Public Finance	Fiscal Policy, Social Policy, Public Administration, International Development, Support to SME, Investment, Climate Improvement, Activation and Development of Industries Public Finance
	1-2 Economics including Development Economics	Economic Development including Sustainable Growth and Job Market Creation, Macroeconomics, Development Policy, Statistics
	1-3 Business Management	Business Management, Business Administration
	1-4 Environment Management/Disaster Management and Climate Change	Environment Management: Environmental Policy, Environment Administration, Environmental Study Disaster Management: Regional Disaster Prevention, Disaster Management Policy, Disaster Risk Management, Disaster Science

(1) Component and Research Theme

During the field survey in March 2017, the Japanese delegation presented a framework proposal and obtained approval by the Government of Sri Lanka.

(2) Target organizations

Target organizations for the JDS project were conventionally set based on respective components, but All Island Services and some semi-government organizations, have been targeted since Phase 2 (for recruitment of fellows commenced their studies in Japan in FY2014) given the fact that administrative officers are frequently transferred within the government in Sri Lanka. In the survey conducted for this time, the target of the JDS project was reviewed and agreed upon to keep the same target as in Phase 2, in addition of inclusion of personnel from five semi-government organizations. According to a suggestion from the Japanese side, personnel from 5 semi-government organizations might be prospective applicants by confirming the components. This proposal was discussed and agreed with the approval of statement indicating the eligibility requirements in “Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11”.

(3) Accepting Universities

Prior to the Preparatory Survey, JICA presented assumed target areas and development issues of JDS project in Sri Lanka to universities that have accepted JDS fellows in the past as well as those who wish to newly accept the fellows and asked them to submit proposals on the countries/issues from which they wish to accept. As a result, 20 proposals in total were submitted from 13

universities or 15 graduate schools.

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

Table 15: Accepting University (JDS Sri Lanka: 2018-2021)

Sub-Program	Component	Accepting University	Graduate School (GS)	Maximum Number of Slots
Human Resource Development for Promotion of Economic Growth	1-1 Public Policy and Public Finance	Meiji University	GS of Governance Studies	2
		International University of Japan	GS of International Relations	2
	1-2 Economics including Development Economics	Hiroshima University	GS for International Development and Cooperation	2
		International Christian University	GS of Arts and Sciences	2
	1-3 Business Management	International University of Japan	GS of International Management	3
	1-4 Environment Management/ Disaster Management and Climate Change	University of Tsukuba	GS of Life and Environmental Sciences	2
		The University of Tokyo	School of Engineering	2

For this fiscal year onwards, since it is possible to ask for the continuous acceptance to accepting universities of the previous phase, if there is a request from the Sri Lankan side. The government asked the continuous acceptance by University of Tsukuba, Graduate school of Life and Environmental Sciences and The University of Tokyo, School of Engineering under the component 1-4 “Environment Management/Disaster Management and Climate Change”. Responding to this request, its agreement was made by both the universities.

During a discussion held in 2016 between JICA Sri Lanka Office and the Sri Lankan side, a request was made from Sri Lanka to set three slots for 1-4 “Environment Management / Disaster Management and Climate Change.” Accordingly, a plan was prepared to set two slots for Graduate School of Life and Environmental Sciences in Tsukuba University and one slot for School of Engineering in the University of Tokyo when the two universities were allocated for the component. However, according to the results of discussion held in Sri Lanka in March 2017,

two slots were set for both the universities as a final decision. As for 1-1 “Public Policy and Public Finance,” five slots were originally planned but modified to four by allocating one slot from the component 1-1 to the component 1-4 based on the request from Sri Lanka.

(4) Consideration of accepting JDS fellows to Ph.D. programs

The JICA basic research on JDS in FY2014 involved field surveys in Sri Lanka and four other countries. The survey revealed strong demand for the scope of JDS to be extended to Ph.D. program. There were stories of returned fellows who, having completed a master's degree in Japan through JDS, were the potential pro-Japanese leaders of the future, but were then obliged to go elsewhere to pursue Ph.D. studies because they could not do Ph.D. under the JDS scheme. Many of those in Japan, including the universities themselves, were concerned about the potential loss of goodwill. Many countries require doctorate level educational attainment in order to apply for a role at the bureau director or senior vice-minister level. We have been considering the possibility of including Ph.D. studies since the pre-departure arrangements for the preparatory survey.

During the survey held from December 2016 to April 2017, some ministries and agencies mentioned that master's degrees is mandatory for their promotion to Grade I, but doctoral degree is not necessarily relevant for government officers at this point in time. There was broad agreement, however, that Ph.D. would indeed be beneficial for the organization. Especially, the department of engineering such as the Ministry of Disaster Management, where a doctoral degree is widely expected from the aspect of strengthening an organization, were strongly in favor of including Ph.D. programs.

In discussions with the Sri Lankan Operating Committee members it was agreed to allocate two as the maximum number. Details of the selection process will be discussed at the first meeting of the Operating Committee in FY2017.

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

(1) The Operating Committee members

As in Phase 2, the Operating Committee consists of Sri Lankan members (Department of External Resources, Ministry of National Policies and Economic Affairs; Ministry of Public Administration and Management; and Ministry of Higher Education and Highways) and Japanese members (Embassy of Japan in Sri Lanka and JICA Sri Lanka Office), and it has been agreed by the Operating Committee that the committee makes discussions and decisions on the JDS project's policy for its implementation and operation. (Refer to Table 17)

A proposal was made from the Japan side concerning the addition of Public Service Commission (PSC), which is the organization to supervise government policies and regulations on public servants, as a new member of the committee. And the Sri Lanka side agreed with the proposal. PSC also agreed to become a committee member and to send additional secretary to the committee. The 2017 JDS project will be implemented by the new Operating Committee members.

Table 16: The Operation Committee Members

	Role	Old System	New System
Sri Lankan Side	Chair	Ministry of National Policies and Economic Affairs	Ministry of National Policies and Economic Affairs
	Committee Member	Ministry of Public Administration and Management	Public Service Commission
	Committee Member	Ministry of Higher Education and Highways	Ministry of Public Administration and Management
	Committee Member		Ministry of Higher Education and Highways
Japanese Side	Vice-Chair	Embassy of Japan in Sri Lanka	Embassy of Japan in Sri Lanka
	Committee Member	JICA Sri Lanka Office	JICA Sri Lanka Office

(2) Role of the Operating Committee

The preparatory survey team explained the roles and functions of the Operating Committee as outlined in the JDS Guidelines (see Table 17) to the new Operating Committee member.

Further cooperation is expected to the members for not only formulating a recruitment policy and selecting final candidates but also encouraging each ministry more proactively to provide highly capable candidates-which is one of the issues in the JDS project in Sri Lanka. As for follow-up activity for JDS returned fellows, the committee has just began to consider it based on the results of the survey. It is necessary to examine an effective follow-up methods by reviewing results of the questionnaire survey withch were conducted to JDS returned fellows.

Table 17: Role of the Operating Committee

Role	Details
Formulate the recruitment and selection plan	<ul style="list-style-type: none"> Determined in accordance with the basic principles of recruiting activities for each year (taking into account priority development areas, the main target organizations and promotional methodology), based on the Sri Lankan National Development Program and general aid principles in Japan Selection principles for JDS project in Sri Lanka determined in accordance with the JDS Operating Guidelines
Interview the candidates	<ul style="list-style-type: none"> At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates
Select JDS fellows from the candidates	<ul style="list-style-type: none"> The final candidates chosen through the selection process are approved by the Operating Committee

Promote effective utilization of JDS returned fellows and follow-up	<ul style="list-style-type: none"> • JDS returned fellows are assisted to find employment with their former employers • Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project
Others	<ul style="list-style-type: none"> • Principles to be determined when JDS returned fellows occur and necessary measures to be undertaken • Attendance at events such as send-off party and debriefing upon return, with suggestions provided with a view to encouraging statements to be made about the outcomes of JDS • In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate

2-1-3. Basic Plan for Sub-Programs

Under the framework agreed upon during the field survey in March 2017, the survey team formulated draft basic plans for each of the JDS priority areas (known as sub-programs; see Appendix 6) and an explanation was given by the consultants to present the proposals to the Operating Committee. Previously, the plans were confirmed and agreed by the Sri Lankan government as a part of the JDS preparatory survey. However, it was settled that the basic plans will be determined at the commencement of the phase 3 of the JDS project.

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

Table 18 lists the following application criteria.

The survey found that names of the service level which are considered as targeted applicants being described in requirements for Phase 2 were not consistent with those written in the Establishment Code, various minutes of each service, and circulars. As a result of discussion with the Operating Committee member from the Ministry of Public Administration and Management, qualifications for JDS applicants are clarified as follows.

Eligibility for application in details. program will be discussed at the first meeting of the Operating Committee in FY2017.

Table 18: Qualifications and Requirements of the JDS Project in Sri Lanka

Qualifications and Requirements	
Nationality	Be a Sri Lankan citizen
Age	Be below the age of 40 years as of 1 st April of the admission year
Academic Background	Have completed the undergraduate level (bachelor degree) of education
Qualifications of applicants	<p>“Executives/ Senior Executives”, those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11., and semi-government organizations’ officers as follows.</p> <ul style="list-style-type: none"> • 1-3 Business Management: Board of Investment (BOI) • 1-4 Environment Management/Disaster Management and Climate Change: National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA)
Work Experience	<u>Have completed 3 year probation</u> at the time of application deadline
Language Proficiency	Have a good command of both written and spoken English at graduate level
Others	Not being awarded or scheduled to receive another scholarship
	Have not obtained a master’s or higher degree overseas under the support of foreign scholarship
	Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Sri Lanka as well as the establishment of amicable relationship with Japan
	Not being registered as military personnel
	Be of sound mind and body

2-1-4. Considerations regarding acceptance into the PhD. program

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

i) Objectives

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

An additional purpose is to develop truly pro-Japan leaders in the target countries by establishing a deeper relationship with Japan through consistent study in the Master's and Ph.D. programs.

ii) Basic policy

- 1) In principle eligible applicants are JDS returned fellows (who have obtained a Master's degree) aged 40 or under (as of April 1 of the admission year).
- 2) In principle, they have returned to their country after completing Master's program and have worked for a certain period of time (to contribute to their workplace or to prepare for research) before studying in Japan again.
- 3) The maximum length of study period is three years. In principle, admission is in the spring of Term 2 of the four-year national debt.
- 4) Target countries are limited by closely examining relevant needs by means of the cooperative preparatory survey.
- 5) The number of JDS fellows in the Ph.D. program will be increased by approximately 10% of the maximum initially assumed total number.
- 6) No target number is set for the PhD. program. Fellows will be selected only when there are appropriate candidates.
- 7) As a rule, they will study at the universities, or in the courses, from which they obtained their Master's degree.

iii) Acceptance

The support period is three years at the maximum. It is recommended that participants to stay in Japan for two years and return to their country in the third year, the final year, to prepare to write their dissertation.

iv) Recruitment/selection method

- 1) Applicants for the Ph.D. program are recruited and selected separately from those for the Master's program, and determined by the JDS Operating Committee.
- 2) Applicants must obtain the approval from the accepting university together with the necessary documents including the guidance plan and letters of reference in advance, and submit a set of application documents with references from the organizations they belong to, accompanied by their research plan.

- 3) In selection steps, capabilities to be a top leader of Sri Lanka in the future will be evaluated by the JDS Operating Committee. Also, accepting university's adequate involvement would be required as it is necessary to examine a research plan carefully. At the same time, it should be devised way to select appropriate candidates, such as to seek advice from managerial posts such as representative JICA office.

v) Remuneration

The amount of the scholarship while staying in Japan is equivalent to that of government-sponsored students enrolled in the Ph.D. program.

It was explained to those in Sri Lanka that the Ph.D. program should be introduced based on the relationship between target organization needs and career development (promotion), and that there should be a maximum of 2 slots per each batch. The Operating Committee Chair indicated that some s technical officer specialized in the science fields, especially those targeted for the area of 1-4 "Environmental Considerations/Disaster Management and Climate Change", are required to obtain a Ph.D.. As details of Ph.D. application requirements was not confirmed in the relevant minutes, it will be re-discussed by the Operating Committee.

In terms of introduction of the Ph.D. program witin the JDS project, although there are currently only a small number of doctral degree holders at each ministry, organizations in the scientific areas, which are being particularly targeted in the field of environmental consideration/ disaster management and climate change (e.g. Department of Irrigation etc.) confirmed the strong necessity of Ph.D. holders. Through interviews held with JDS returned fellows indicated, though they are specialized in the field of economics, they showed high interest in study abroad if given the opportunity to obtain the degree.

Meanwhile, under the Sri Lanka Establishment Code, in case of studying abroad for more than 2 years, it was confirmed that the study period from the 3rd year onward would not be considered as a necessary working period for promotion in principle. After the third year, would be counted as a necessary working year, meaning that promotion of JDS Ph.D. fellows might be delayed at least 3 years. However, the PSC secretary added that with recommendation of secretary of the belonging ministry and the approval of PSC, the study might be counted as a working period depending on the case. It was also confirmed by ERD that public servants received permission to study abroad for 5 years and obtained a master's and doctoral degree. Concerning this matter, a number of case studies are needed to be gathered and confirmed.

A JICA experts dispatched to the Ministry of National Policies and Economic Affairs indicated that although many servants at ministries would like to study abroad for Ph.D. program, they do not apply due to lack of opportunities, rather than that of systems. According to a feedback given by JDS returned fellows, many mentioned that they would definitely like to utilize the opportunity again if given the chance to study abroad for a Ph.D.

2-2. Obligations of Recipient Country

During the period of recruitment and selection of JDS fellows, Department of External Resources, Ministry of National Policies and Economic Affairs takes a main role in planning, implementation, management and supervision of the JDS project as chair of the Operating Committee. They ask each target organization for cooperation to disseminate the information about JDS and promote application.

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

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

2-3. JDS Project Implementation Schedule

When the Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from FY 2017 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 9 below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the "Agent" to the government of Sri Lanka. The agent will conclude a contract with the government of Sri Lanka to implement JDS project on behalf of the government.

Moreover, the implementation system was modified based on the present preparatory survey so that while the current phase is a 3-year format, it will become a 4-year format going forward. In 2017, which will be the transition period, both the 1st stage of the new phase and the 4th stage of the current phase will commence simultaneously. Officially, the Ministry of Foreign Affairs determines the maximum number of students to be accepted each year with the approval of the Japanese government (Cabinet meeting). After that, the annual maximum number of students is confirmed and agreed on at E/N.

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Preparatory Survey								
1st Batch (Master)		R/S	A		R			
2nd Batch (Master)			R/S	A		R		
3rd Batch (Master)				R/S	A		R	
4th Batch (Master)					R/S	A		R
1st Batch (Ph.D.)		R/S	A		R			
2nd Batch (Ph.D.)			R/S	A		R		
3rd Batch (Ph.D.)				R/S	A		R	
4th Batch (Ph.D.)					R/S	A		R

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

Figure 9: Implementation Process

Spring admission is required in order to fit the Ph.D. program into the four-year project scale. Therefore, in order to shorten the recruitment/selection period, the schedule should be as follows: The announcement of recruitment starts in the summer; the successful applicants are determined before the end of the year; and they arrive in Japan in March of the following year.

2-4. Application and Selection Methods

2-4-1. Application Method

(1) Application Tools

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

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

To allow administrative officials in regions where Internet access is difficult and make them an access to application information, placing advertisements in newspapers can be considered. Obtaining of an application advertisement on “Mobitele Message,” a governmental information application for mobile phones that is used and viewed by over 90% of Sri Lankan public servants can be proposed to ensure extensive recognition of the JDS project.

(2) Application Method

Application pamphlets, posters and leaflets will be distributed to each target organization by the operating committee. As shown in Table 19, promotion seminars will be held in various regions. The proposed locations and frequency for these will be separately determined by the Operating Committee. Application documents will be sent directly from the agent to 25 provinces and approximately 330 regional organizations (divisions), which are administrative districts, so that the documents can be obtained from one's nearest regional organization.

Table 19: Schedule of promotion seminars

Expected Schedule	Venue
Late August to late September	Colombo (Main target organizations, Promotion seminars with SLIDA, etc.)
Late August to mid-September	Major provincial city (Trincomalee, Galle, Kandy, Jaffna, etc)

Furthermore, with the cooperation of the Operating Committee and target organizations, promotion seminars will be held at major ministries and agencies in Sri Lanka's capital Colombo and regional areas. As for the characteristics of applicants from Sri Lanka in the selection conducted in 2012, for example, regional applicants accounted for 90% of applicants overall. Therefore, activities to promote applications must also be conducted regionally.

Public relations and recruitment methods will be considered so that networks with JDS returned fellows, the Japanese Graduates' Alumni Association of Sri Lanka (JAGAAS), JICA experts and JOCVs can be utilized and application information will be more effectively communicated to a larger number of potential candidates. JDS returned fellows are active in all 9 provinces in Sri Lanka. Each year, over 100 JICA experts approximately and 70 JOCVs are dispatched to Sri Lanka every year, and they are playing active roles in central and regional areas in the fields of public service, planning/administration, agriculture, forestry and fisheries.

It was confirmed that JICA experts dispatched to the Department of Meteorology and Ministry of National Policies and Economic Affairs will contribute dissemination of advertisements to excellent candidates in each ministry and agency as well as they will help them to apply. In Phase 3, it should be proposed to promote cooperation by JICA experts and JOCV by participating in meetings of them to explain the JDS project so as to make opportunities to cooperate with related parties of JICA.

2-4-2. Selection Methods

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

2-5. Contents of Orientation, Basic Knowledge, and Special Program

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

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

2-5-1. Orientation Content

According to results of the questionnaire subjected to JDS returned fellows, as for questions about pre-departure and post-arrival orientation, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful as this tendency can be seen in other countries as well. (See Chapter 3-4, Evaluation on the Past JDS Project). Therefore, lectures to improve self-awareness as JDS fellows and orientations with the aim of enabling them to smoothly commence their life in Japan are going to be implemented.

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

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

The Japanese language training will be implemented for 50 hours. JDS fellows will not only gain necessary conversation ability in Japanese, they will also gain an understanding of Japanese culture, lifestyle and social manners through hands-on learning, and they will be taught useful communication techniques for daily life.

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

2-5-2. Basic Knowledge

In order to achieve the project goal through the JDS fellows, it is further essential to understand the social and development experiences of Japan as background knowledge. Therefore, in addition to lectures on Japanese political system and economic experiences and on Japanese society and culture provided during the above-mentioned orientation period, the project also provides the fellows with opportunities for acquiring further knowledge in joint program to be held during their stay in Japan.

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

We also requested university faculties to give lectures on Japanese politics, economy, society and culture. As we received positive feedbacks on this activity from JDS returned fellows through a questionnaire survey, we will constantly continue to conduct the lectures.

As for other basic knowledge considered to be necessary to pursue research work at master's level, establishment of academic writing courses and analytical thinking methods are under consideration as these were raised as necessary factors from accepting universities.

2-5-3. Special Program Content

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

The special program consists of the following aims.

- (a) To solve development issues in the relevant countries, JDS fellows learn about practical knowledge and experiences through more practical and specific cases.
- (b) Through special program activities, JDS fellows or related target organizations construct a network for future activities of researchers and organizations from Japan and overseas.

- (c) JDS fellows will gain the necessary support within a limited period to engage in school research and smooth communication with related persons, and to attain their goals.

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

2-5-4. Enrichment Programs

As mentioned above, in order to achieve the objectives of the JDS project and to improve the comparative advantage and appeal of the other similar scholarship programs, it is necessary to provide value-added programs (“Enrichment Programs”) that are useful and meet needs of the JDS fellows, in addition to university education and above mentioned Special Programs provided by respective accepting universities.

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

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

2-6. Follow-up

JDS project offers an opportunity to obtain a master and doctoral degree in Japan to young public servants who are expected to play active roles, engage in social and economic development policies as well as contributing with a solution of development issues in Sri Lanka as core human resources. They are also expected to establish the partnership between their country and Japan through human resource network gained from their postgraduate study in Japan. In order to achieve the higher-order goals of the JDS project, it is important to monitor the extent to which JDS returned fellows are able to contribute to the development of the nation, and to provide them with follow-up advice and assistance where necessary. The Sri Lankan representatives on the Operating Committee can provide useful data on the outcomes of previous JDS projects in their country as well as progress reports on JDS returned fellows, so that we can maximize the beneficial outcomes of JDS with respect to the development of Sri Lanka. At the same time, after their return, the utilization of JDS fellows under the supervision of ERD is expected so that they can provide positive effects on their belonging organizations and the whole of government.

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

After JDS fellows returned to their home country, the Establishment Code states that public servants in Sri Lanka are required to work for over 4-fold the period that they spent studying abroad after being reinstated in their office. If they do not fulfill their duty, they will need to return the salary that they required while on leave as well as their scholarship. Therefore, before studying abroad, they need to not only conclude a contract with each affiliation regarding their reappointment, but also sign the JDS contract in which they agree to “work for at least 8 years at the affiliated organization after completing the JDS project and returning home” and submit it to the Operating Committee. This has been decided by the Operating Committee so that when they return to their home country, and their belonging organization or governmental organization, the knowledge and abilities gained in Japan can be utilized.

Since the first round of JDS fellows who come to Japan in 2010 under the Sri Lanka JDS project, a total of 75 fellows have completed their studies and returned home by May 2017. The number of JDS returned fellows promoted to positions higher than director in core ministries and agencies such as the Ministry of Finance, the Ministry of Public Administration and Management and the Ministry of Provincial Councils and Local Government has been steadily increasing.

Up until now, presentation seminar is held annually after return of JDS fellows. At this opportunity, they report to the Operating Committee on the state of achievement of project objectives their acquirement of specialized knowledge regarding development issues through the acquisition of a master’s degree as well as research results and career plans utilizing those results, and the results of construction of a human network in Japan. However, in recent years, various issues have been reported by project officials such as there only are a small number of attendees despite of inviting related persons from their affiliated organization. Therefore, improvements and methods of presentation seminar need to be consulted with the Sri Lankan side so as to provide the most benefit to the fellows and affiliated organizations.

In Sri Lanka, although no JDS alumni association has been officially established, a questionnaire of JDS returned fellows conducted as part of this survey confirmed that there was a strong need for the establishment of an independent alumni association. Interviews of JDS returned fellows also demonstrated this need, with a number of JDS returned fellows indicating that they wanted to voluntarily stand as a candidate for alumni association president. While the Embassy of Japan in Sri Lanka and JICA’s Sri Lanka office have alumni associations for students and trainees who were dispatched to Japan, few JDS returned fellows have registered at those organizations and the establishment of an independent alumni association is anticipated.

In figure 10, as forms of networking, many fellows wanted social network utilization, activities for gatherings of JDS returned fellows and events at which their family members could also participate. Many responses also indicated that they would welcome promotional goods advertising the JDS project (T-shirts featuring the JDS logo, etc.).

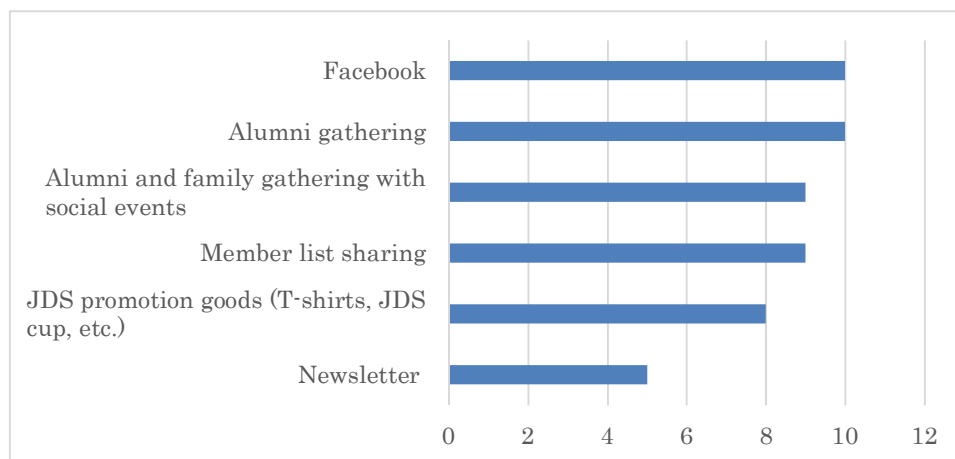


Figure 10: Preferable method for networking among JDS fellows

As for follow-up activities, many respondents wanted events to be held regularly once per year. In terms of the timing for such events, some indicated that April – June would be the best as it might be difficult to participate in July – November and December – February because these periods are very busy due to work for accounting and budgeting. They wanted to participate in specialized seminars by the JICA office rather than cultural exchange events.

Many respondents wanted to participate in promotion seminars of the JDS project, activities to promote applications by candidates in ministries, and local orientation for the fellows before their departure. In Phase 2, recruitment activities were proactively conducted with participation by JDS returned fellows and it is expected that candidate recruitment activities will continue to be proactively implemented utilizing by JDS returned fellows.

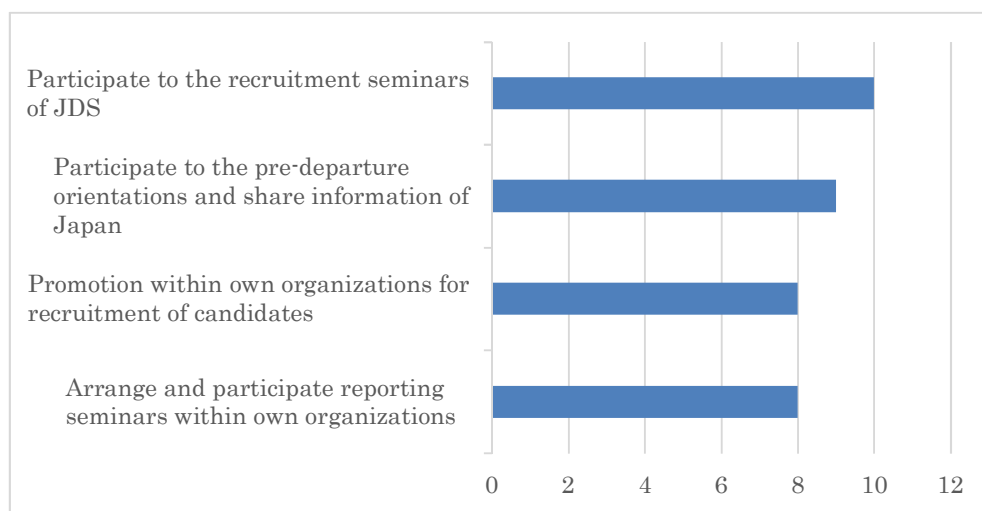


Figure 11: Support can be provided by JDS returned fellows to the JDS project

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

Chapter 3 Evaluation of the JDS Project and Recommendation

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

Relevance between JDS and development programs in Sri Lanka was analysed, based on national development plan and strategy of the government of Sri Lanka and the general circumstances of the relevant sectors. Findings are summarized below.

3-1-1. Conformity with Priority Development Issues in Sri Lanka

On January 4, 2017, Prime Minister Ranil Wickremesinghe released the national economic development plan entitled “An empowered Sri Lanka⁵¹.” It was the first development plan released in document form since the current administration was formed in January 2015. This plan is based on nine objectives including (1) constructing a large-scale economic corridor connecting extensive domestic regions, (2) participation in the international value chain, (3) preparation of business environments and (4) human resource development etc.

As the Sri Lanka JDS project covers an extensive range from economics to business management, it can be considered to be a part of support for capacity building of human resources necessary to achieve these objectives.

3-1-2. Conformity with Japanese Assistance Policy to Sri Lanka

The Country Assistance Policy for Sri Lanka formulated by the Government of Japan in June 2012 pledges support for capacity building in Sri Lanka to enable the country to promote economic growth in consideration of emerging regions, and identified three priority areas for targeted assistance: promotion of economic growth; development of emerging regions; and mitigation of vulnerabilities. The JICA Country Analysis Paper on Sri Lanka sets out a broad framework for assistance from Japan in accordance with these policies. In order to effectively address the development issues listed below, the JDS project seeks to develop the competencies of key personnel at the government authorities with responsibility for the relevant fields. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs. (Figure 12)

⁵¹ Prime Minister’s Office website, <http://www.pmooffice.gov.lk>

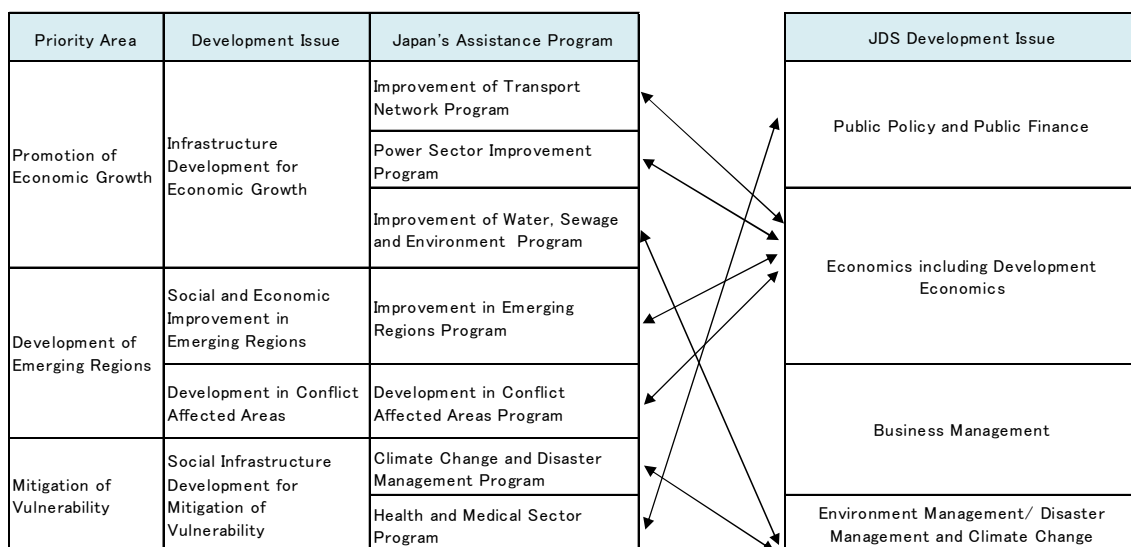


Figure 12: Relevance between Japanese assistance policy to Sri Lanka and JDS framework

3-1-3. Feasibility of providing grant assistance through JDS

Recipients of grant assistance are chosen in accordance with the criteria for interest-free loan recipients as defined by the global Independent Development Association (IDA), namely, Gross National Income (GNI) of \$1,965 per capita. Grant assistance is generally used to assist developing countries with major nation-building projects and initiatives designed to alleviate poverty, often in areas where the local government does not have enough funds or is unable to obtain the necessary loans. Grant assistance is designed to help recipient countries to be more autonomous and independent, and is carefully coordinated with other technical aid projects and interest-bearing loans provided by Japan and other donor countries.

Sri Lanka has a GNI of over \$3,800 per capita⁵², and as such is considered a low-middle income country in the World Bank classifications. But with a small population, Sri Lanka is relatively small in market size. The economy depending on textile and agriculture with low-added-value leaves room for improvement. Moreover, the economy is highly dependent on mineral resources and therefore vulnerable to fluctuations in global resource prices. There are many issues to be addressed, including infrastructure, basic services such as health and welfare, and the environmental impact of development.

In light of all of the above, the survey team investigated the feasibility of providing grant assistance through the JDS project, reference to the relevant notification from the Ministry of Foreign Affairs,⁵³ with a particular focus on the following aspects.

⁵² World Bank homepage, date of 2015 : <http://www.worldbank.org/>

⁵³ "On the Effective Utilization of Grant Assistance by Recipient Countries with Relatively High Income Levels," Ministry of Foreign Affairs, April 2014

Based on the above, reference was given to the viewpoints that needed to be investigated in the notification document of Ministry of Foreign Affairs document ⁵⁴ and the validity of implementing the JDS project with gratis fund aid underwent careful, integrated examination based on the three points of item quality, Japan's foreign policy and status of provider developing countries. Of these, the following points are highly significant.

(1) Foreign relations

The JDS project is designed primarily for the benefit of younger government officers engaged in the formulation and/or implementation of government policy in the area of socioeconomic development. It is expected that beneficiaries of the JDS project will return to Sri Lanka after their studies in Japan and one day become leaders in Sri Lanka with a sympathetic pro-Japanese outlook. The JDS returned fellows are seen as "valuable assets" as they will have a deep understanding and appreciation of Japan that will help to create stronger ties between our two nations.

Prime minister of Japan and Sri Lanka held a summit meeting on October 2015. Both leaders affirmed the importance of capacity building and enhancement of administrative organization through development of human resource on joint declaration. In addition, the two countries affirmed to deepen cooperation in the multifaceted fields under comprehensive partnership. Thus, it is expected to strengthen bilateral relationship further. So the JDS project is considered highly appropriate and relevant in terms of beneficial outcomes for foreign relations.

(2) Strategic objectives

Sri Lanka is a strategic place connected to Asia, Middle East and Africa, so that it occupies an important position in geopolitical terms. Ensuring that Sri Lanka enjoys economic growth while retaining its democratic system of government benefits Japan by contributing to peace and stability in the general South Asia region, which has a direct bearing on our national security as well as economic prosperity.

⁵⁴ Ministry of Foreign Affairs, "Effective utilization of gratis fund aid for countries with relatively high income levels" April 2014

3-2. Expected Effect of JDS Project

3-2-1. Expected Effect of JDS Project

The JDS project aims to develop human resources, especially young government officers who will have technical knowledge to offer practical solutions to the issues of socio-economic development and will actively contribute to resolving the issues. The Project Design (consisting of Overall Goal and Project Purpose) has been established for each Sub-Program and Component (see Appendix 6) in line with the Project's overall objective. The effect of the human resource development program 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. It is expected that JDS fellows will ultimately "contribute to solving development issues in their countries" by applying the acquired knowledge effectively, given their roles and responsibilities in the target organizations.

The following indicators are used to measure the achievement of the Project Purpose:

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

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

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

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

3-2-2. Comparison with other scholarship programs provided by other donors

The “JICA basic Research” analyzed the factors that contribute and hinder the effective progress and achievement of the JDS project, in comparison with other donor’s scholarship program, as shown in the table below:

**Table 20: Examples of factors which influences outcome of JDS
(Findings from JICA Basic Research)**

Goals	Contributing Factors	Inhibiting Factors
Pre-condition: Personnel, who fulfill the purposes of the JDS project, is to be nominated.	<ul style="list-style-type: none"> • The target countries are able to maintain a strong ownership because of the JDS Coordinating Committee. • The selection process is transparent. 	<ul style="list-style-type: none"> • Target organizations and fields are limited • PhD. is not covered. There are no courses provided about Japanese culture and/or language.
Overall Goal 1: Contribution to solving development issues	<ul style="list-style-type: none"> • Quality education provided in Japan • Fixed number of government officers is continuously accepted every year. • Target areas (study fields) meet the development needs of the target countries 	<ul style="list-style-type: none"> • PhD. course is not covered • There is limited official networking with Japan after returning to their home countries
Overall Goal 2: Contribution to strengthening bilateral relations	<ul style="list-style-type: none"> • Safe study and research environment in Japan • Strengthened networking with JDS returned Fellows and accepting universities 	<ul style="list-style-type: none"> • JDS returned Fellows are given limited opportunities to get further information from Japan and to exchange information with the JDS returned Fellows in other target countries. • Official Systems to utilize JDS Graduates by the government of Japan or Japanese private companies are limited.

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

In addition, proactive involvement of the implementing agent in the establishment of project policy each year and its versatile support for JDS fellows, such as recruitment and selection of candidates, send-off, regular monitoring throughout their stay in Japan, alumni activities and reappointment to their original job posts after their return, give JDS project a comparative advantage over other donors.

The field study found that advantages for studying in Japan according to a JDS returned fellow currently working at the Presidential Secretariat included the following: “As the cultures of Japan and Sri Lanka have many similarities, it is easier to get used to daily life in comparison to met in Australia or the US and Europe. It is also advantageous that Japan is safe and you can move around freely. Neighbors welcome us so that I would also recommend my colleagues to study in Japan.”

3-3. Project Evaluation Indicator Data

3-3-1. The outcomes and impacts of the JDS project

Table 21 lists the indicators used to assess the outcomes and impacts of the JDS project in Sri Lanka. An impressive 100% of JDS fellows from Sri Lanka have been successful in obtaining a degree through JDS. Government officials account for 100% of JDS returned fellows. Around 30% of JDS returned fellows are working at director level or above.

Table 21: Project evaluation indicator data on JDS Sri Lanka(as of April, 2017)

Inaugural year		2010 (dispatched 2010 to 2016)	
Number of Slots per year		2010-2017	15
Fellows accepted		Total	105
		Sex	Male 56, Female 49 (ratio of female: 46.7%)
		Average age	35.9 (Upon arrival)
		Teaching Language	English 105, Japanese 0
Returned Fellows		Total	75
		Fellows obtained degree	75 (English 75, Japanese 0)
		Failed fellows	0
		Completion rate	100%
By category of work place	Upon arrival	Total	Government officers 75(100%)
	After return to country	Total	Government officers 75(100%)
Ration of management level (upper than section chief)		Total	Upon arrival: : 11 (10.5%), Current: 31 (29.5%)

3-3-2. Degree of capacity building of JDS fellows

The effectiveness of the project after the introduction of the JDS new system can be measured on the basis of various criteria, including the independence of relevant organizations and the activities of JDS fellows after returning to the country, in addition to the management and progress of the project. Indicators are created to evaluate the “Degree of capacity building of JDS fellows (especially capacities necessary for policy making and implementation)” and the “Level of appropriateness of university curricula” and also conduct a questionnaire survey⁵⁵. The survey respondents were principally JDS fellows.

(1) Contents of Survey

As for the “Degree of capacity building of JDS fellows,” given that the “Development of young government officers and others” is the objective of the JDS project, it was aimed to examine changes in the abilities required for policy making and implementation in the developing country as a result of the JDS project. In concrete terms, the survey was conducted to measure improvements in skills and thinking abilities such as “Scientific research and analytical skills,” “Logical thinking ability,” “Problem-solving ability,” and “Leadership,” as well as changes in attitudes including “Morality,” “Discipline,” “Sense of responsibility,” and “Aggressiveness.”

⁵⁵ Under the supervisor of Mr. Muta Hiromitsu, “Periodical research questionnaire on ability of JDS fellows”

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

(2) Method of Survey

The questionnaire survey to measure “Degree of capacity building of JDS fellows” targeting JDS fellows was undertaken 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 fellows were received. At the time of the completion of their study and shortly before their return to their home country, questionnaires are to be distributed and collected, instead of preliminary reports on the evaluation meetings that had been convened with the JDS fellows at each Accepting University and in each graduate school.

For returned JDS fellows, another questionnaire was distributed, asking about their promotion and utilization of their study outcome in their ministries after return. See 3-4-1 “Evaluation by the returned fellows” for the survey result.

(3) Result of the Survey

Figure 13 presents an analysis of the results of the questionnaires filled out by the JDS returned fellows (JDS fellows who had come to Japan in 2010 to 2013). All of the fellows' abilities had improved on completion of study from their arrival in Japan. One characteristic of the JDS fellows from Sri Lanka is significant improvement in their “Research and analytical skills,” “IT abilities/Communicating skill” and “Wide range of knowledge”.

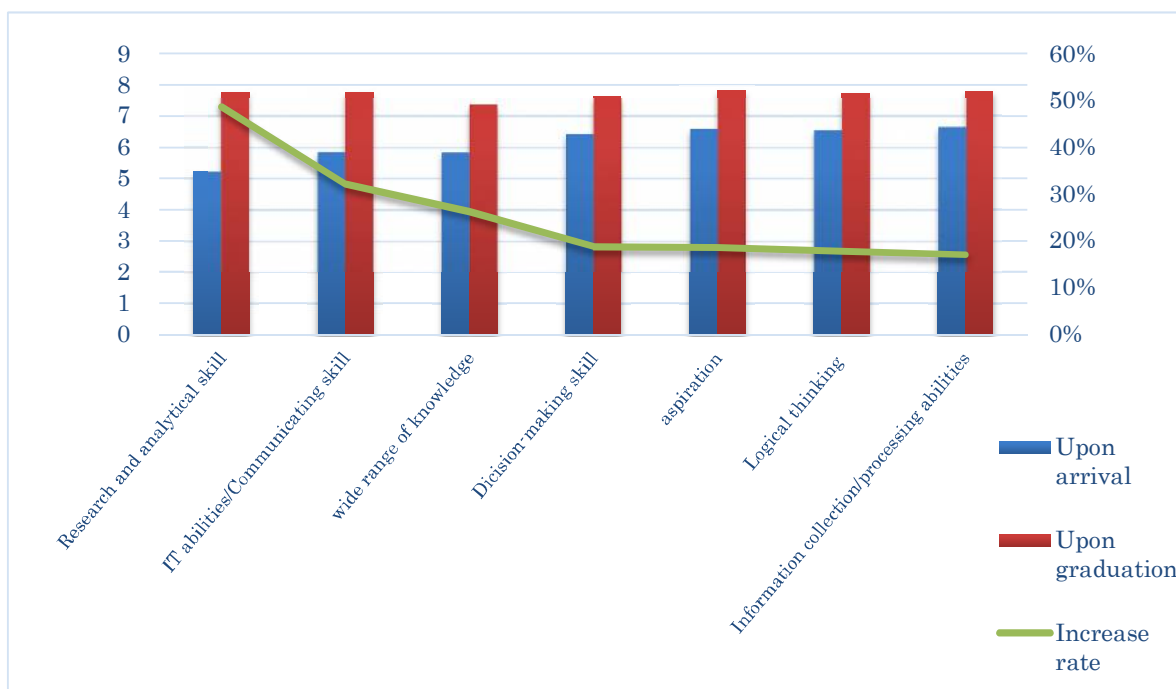


Figure 13: Increased skills and Abilities of the JDS Fellows from Myanmar during their Study in Japan (between their arrival in Japan and Graduation)

3-4. Evaluation of the past JDS Project

3-4-1. Evaluation by JDS Returned Fellows

The web based questionnaire survey was conducted for all JDS Returned Fellows, targeting the 1st batch in which fellows came to Japan in 2010 through the 5th batch in which fellows left Japan in 2016. This survey was intended to ascertain how these fellows have subsequently been promoted, in what ways research results they achieved through the JDS study program have been (are planned to be) utilized after returning to home country and whether they wish to enroll in a doctoral course. Out of 75 JDS returned fellows, 18 fellows gave answers to the questions, which represented a questionnaire return rate of 24%.

Moreover, as part of our local survey in December 2016 to April 2017, 7 JDS returned fellows were interviewed to discover in what ways their experience in JDS activities proved to be useful for their professional duties.

(1) State of post-JDS study achievements and promotion

46% of JDS returned fellows who gave answers to the questionnaire survey said they obtained promotion following their participation in the JDS project. Answers by such promoted JDS returned fellows include the following:

- As a master's degree is necessary for administrative officials to be promoted to Grade I, studying abroad with JDS guaranteed that I will be promoted. After 3 years, I will be

able to be promoted to a Grade I commissioner.

- I was able to study public policy with a wide viewpoint in Japan. As a result of my research results, I was able to be appointed as director of a training division.
- After returning to Sri Lanka, I requested to change my post to a national enterprise department. My master's degree from International University of Japan, Graduate School of International Relations (International Development Program) was taken into consideration by the Ministry of Finance and I was appointed as director of the said department.

(2) Utilization of research results achieved through the JDS project and sample cases

There are many cases where JDS returned fellows were promoted after returning to their country and making significant contribution to resolve the country's development challenges

- Since returning home, I have been utilizing knowledge regarding statistical analysis that I learned at International University of Japan, Graduate School of International Relations as I work on expanding the use of financial statistics for the International Monetary Fund at the Department of State Accounts of Ministry of Finance.
- At International University of Japan, Graduate School of International Relations, I selected "Analysis of the effects of a school program friendly to children" as my research topic. After returning to Sri Lanka, I was transferred from a provincial office of the Ministry of Public Administration to the Presidential Secretariat due to the theme of my research. The results of this study were combined as the national project entitled the "Sustainable School Program," which has been implemented at 3,409 schools. At these schools, programs related to environmental conservation, drug prevention, preventing chronic kidney disease and child protection are being conducted.
- The economic analysis methods that I learnt at Hiroshima University, Graduate School for International Development & Cooperation have been indispensable for formulating government policy, which is mainly performed by the National Planning Department of the Ministry of Finance. These methods are very important in duties at our office.
- After learning about water resource management at the Graduate School of Life and Environmental Sciences, Tsukuba University, I engaged in preparation work for a five-year plan related to the environmental sector at the Ministry of Home Affairs, Divisional Secretariat-Vadmaradchi East. I am one of the members involved in drawing up policies related to sustainable groundwater.
- I learned about economics at International University of Japan, Graduate School of International Relations and, after my return, I have been utilizing the knowledge that I obtained at the Ministry of Finance, the Revenue Monitoring Unit. At the agency, I am currently in charge of negotiations with the Ministry of Foreign Affairs, Department of

Census and statistics, International Monetary Fund, Asian Development Bank and World Bank.

(3) Advantages and merits of JDS study experience

Many respondents stated that in addition to the answers below, the advantages of the JDS project were much the same as the case examples mentioned above shown how JDS contributed to their promotion.

- After returning home, I was able to maintain a continuous connection with faculty members and report on research results, therefore continuing to be of use in developing my field of specialization.
- Learning about Japanese culture and systems was very useful in expanding my viewpoint and I am now recognized as an important human resource at my workplace.

(4) Pre-departure orientation

When questioned about the most useful program in Pre-departure orientation, many JDS fellows emphasized the importance of gaining an understanding of the Japanese language and Japanese culture. Responses also indicated that exchanging opinions with JDS returned fellows was effective as they were able to obtain specific information to prepare for study in Japan.



(5) Orientation after arriving in Japan

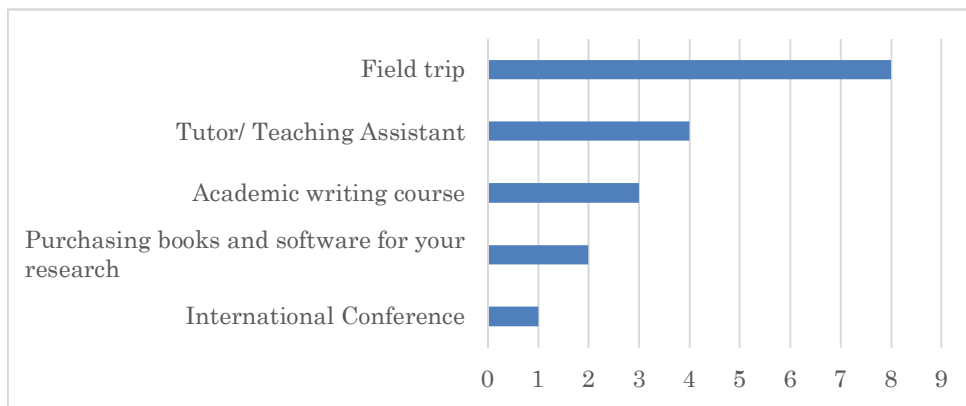
Responses for orientation after arriving in Japan tended to be generally similar to those regarding pre-departure orientation. Many responses emphasized the importance of gaining an understanding of Japanese society and culture.



Many JDS returned fellows interviewed in Sri Lanka mentioned about the necessity of Japanese language training which ease their anxiety to start living in Japan smoothly. JDS fellows often do not have any experience of traveling to Japan before studying abroad, it is necessary to have a lecture on safety management in Japan and Japanese language training in the orientation pre-departure and post-coming to Japan.

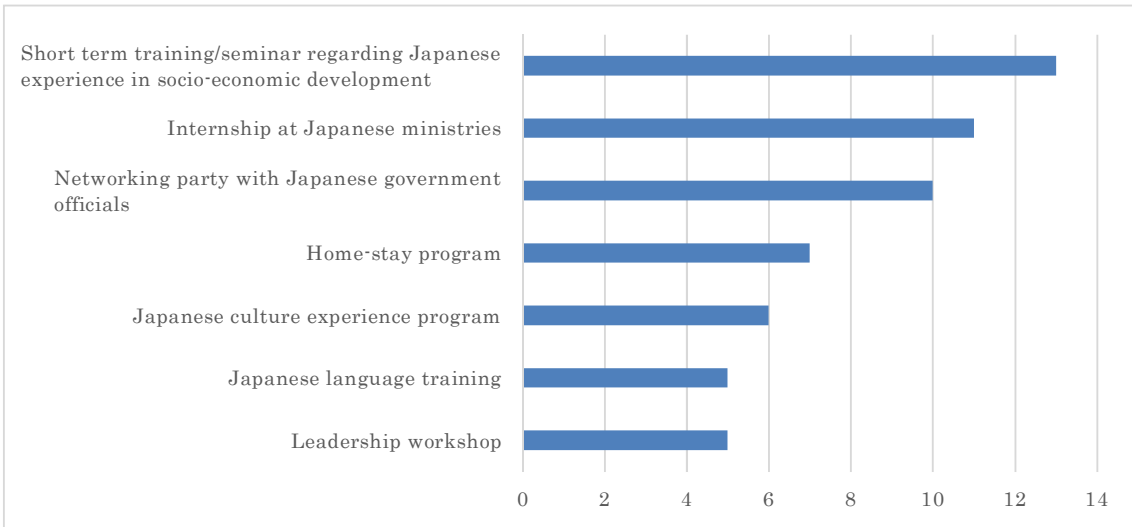
(6) The Special program

In the special program, field trips were popular. Meanwhile, evaluation of special lectures and conferences was not very favorable.



(7) The program during studying in Japan

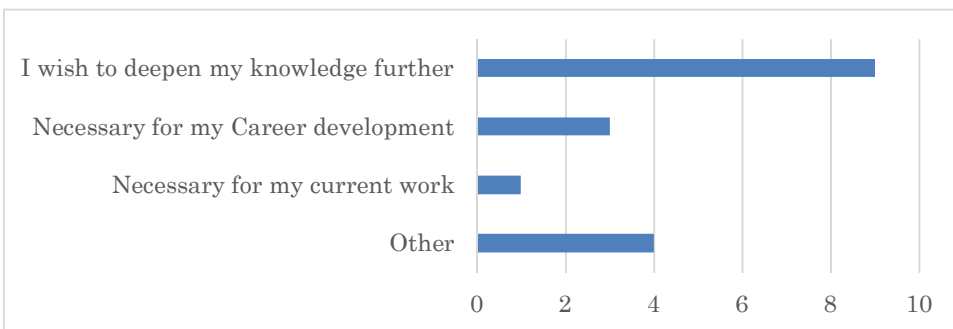
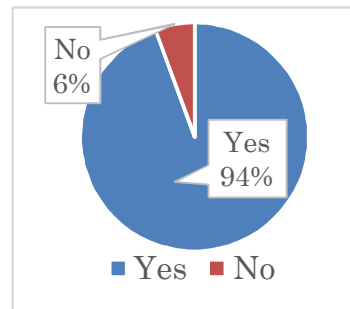
In the enrichment program during studying in Japan, many fellows wanted to participate in workshops and internships at related ministries and agencies. There were also many students who wanted opportunities to network with government officials in Japan, other foreign students, and Japanese people.



(8) Needs for Ph.D. program

Regarding the introduction of a Ph.D. program for the JDS project, most JDS returned fellows indicated that they would wish to apply for the program.

They also responded that their reason for pursuing the Ph.D. program was to deepen their knowledge. The next common answer was because it was necessary for career development.



3-4-2. Evaluation by the Accepting Universities

A questionnaire survey was conducted with the 6 universities (9 graduate schools) which have accepted JDS fellows from Sri Lanka since FY 2014; the questionnaire covered the merits and impact of accepting the JDS fellows, issues with regard to their acceptance, and proposals for future, etc.

(1) Features of JDS fellows from Sri Lanka

Many accepting universities answered, that Sri Lankan students are very studious, and expected to prepare high quality master's degree theses. In particular, female students are highly capable. On the other hand, responses also indicated that as they have low basic knowledge in language proficiency and logical thinking ability, they find it difficult to read and write in English.

(2) Outcomes by accepting JDS fellows from Sri Lanka

Many universities mentioned good impression regarding accepting students from Sri Lanka.

- As JDS fellows are active mid-level government officials, they bring many beneficial and are good role models due to their practical experience gained at their workplaces. (International University of Japan, Graduate School of International Relations)
- Compared to students with no professional experience, Sri Lanka JDS fellows are more proactive with regards to research. Moreover, because they take the lead in proceeding with research, they also make a positive influence over other students. (Graduate Course in Faculty of Engineering, the University of Tokyo)
- As they are strongly motivated to learn and studious, they are a role model for other students and Japanese students. (Hiroshima University Graduate School for International Development & Cooperation)
- It was very significant that JDS fellows (Sri Lanka, Philippines etc.) were able to engage in activities such as visiting other universities other than the regular master's program by utilizing special program funds (Political Science Research Department, National Graduate Institute for Policy Studies)
- It is the third year since we started accepting students from Sri Lanka. Four of our supervisors have been involved in thesis research, all of them have visited Sri Lanka. Little by little, movements within the university regarding possibilities for research and educational activities in Sri Lanka are emerging. From now on, we are planning to hold internships in Sri Lanka. The recognition of Tsukuba University has also increased slightly, and we also reviewed some requests for privately-funded studies (Graduate School of Life and Environmental Sciences, Tsukuba University)
- From the viewpoint of accepting students from another Southern Asian country in addition to Bangladesh, it contributed to the diversity of our program. (School of International and Public Policy, Hitotsubashi University)

(3) Needs for Ph.D. program

The questionnaire responses received from accepting universities and research departments confirmed that introduction of a Ph.D. program was welcomed on the whole.

- It would be best if we had a list of particularly excellent students and could select them. Ability to prepare and past presentations of academic reports related to the formulation and implementation of administrative policies based on scientific evidence will be evaluated. (Hiroshima University, Graduate School for International Development & Cooperation).
- Like students from other countries, Sri Lankan JDS students are strongly interested in a Ph.D. program. However, if only graduates are allowed to apply, it could be difficult to secure capable human resources. Why not select candidates from administrative officials with master's degrees? (Graduate School of Life and Environmental Sciences, Tsukuba University)

Meanwhile, some responses indicated that a Ph.D. program is not being offered at some departments. Therefore, students who have completed their course within these departments and want to pursue Ph.D. program, they will be recommended to other departments.

(4) Support of the Implementing Agent

A survey on domestic services expected from the implementing agent when accepting JDS fellows revealed the following results. High anticipation of support for arrangements and basic lifestyle preparations for students.

Table 22: Expected support from the implementing agent

Questions	Order
Accommodation arrangements	1
Basic lifestyle preparations (registration, open a bank account, etc.)	2
Emergency support (earthquake, injury, illness, etc.)	2
Regular monitoring	4

Meanwhile, in terms of domestic services to be requested of implementing agent, responses included the following: “There are a number of restrictions to accommodation arrangements and these limitations need to be reduced”, “As for Sri Lankan students, the agency monitors not only students, but also supervisors and good results have been achieved so we would like it to be continued.”

(5) Follow-up activities

Responses indicated that independent follow-up surveys and hearings of students who had completed courses were being conducted at each university.

- Although the 1st batch fellows just graduated in fall 2016, we have plans to present the activities of graduates on our JDS project website and to conduct post-graduation monitoring (Graduate School of Life and Environmental Sciences, Tsukuba University)
- We conduct regular follow-up surveys and hearings of students who have completed the course. For highly capable graduates, we offer additional opportunities for them to participate in international conference reports and summer courses, and to engage in joint field surveys with faculty members for the preparation of Ph.D. programs. (Hiroshima University Graduate School for International Development & Cooperation)

Feedback came from some universities indicating, “To plan strategic follow-ups in cooperation with other accepting universities, we would like other funds to be allocated for follow-up activities in addition to special program funding.”

(6) Points for improvement going forward

A number of responses indicated the need for more flexibility with regards to usage of special program funding. Some respondents also demanded the maximum percentage for personnel expenses to be raised so as to enhance the support system for the fellows.

3-5. Challenges and Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Implementation Structure

In this preparatory survey, the survey team was able to obtain specific information on the public service system and confirm beneficial cooperation in recruitment activities held in provinces to secure capable candidates from the Operating Committee members of the Ministry of Public Administration and Management who are responsible for the public service system. In phase 2 after the reorganization of ministries in 2015, recruiting activities with the cooperation of the Ministry of Public Administration and Management were not conducted. To conduct recruitment activities strategically, the project needs to stay in close contact with the Ministry of Public Administration and Management so as to implement more effective recruitment activities.

From phase 3, PSC members will be involved with the approval of the Operating Committee. The involvement of PSC is expected to result in strong influence on each ministry in cultivating more capable human resources for public servants. Therefore, it can be proposed to actively involve not only the Ministry of Public Administration and Management from the stage of investigating recruitment, but also PSC with an effort to increase the number of applicants.

(2) Cooperation with other ODA Projects

To implement JDS as an ODA project, it is important to cooperate with other ODA projects, in the same way as other projects, from the viewpoint of being an “input for development” instead of just a fund for studying abroad. Dissemination of information of this project to the officers at JICA Sri Lanka office and JICA experts, encouragement of competent human resources from partner countries to apply to JDS, utilization of alumni network for the project, etc. are required. In particular, in order to promote the cooperation with the technical cooperation projects under implementation, not only it is important to share information with involved experts, but also, to provide them with opportunities to directly meet with JDS returned fellows.

Therefore, it should be proposed to use the following matrix to consider the projects to cooperate with and share this information among related parties in the JDS project. For example, it would be effective to obtain a degree at a Japanese graduate School with the JDS project while coordinating with a Strategic Planning Advisor to the Department of National Planning in order to cultivate human resources for the area of finance and public policy planning.

Table 23: Matrix to promoting collaborations with other JICA projects (example)

Component	Possible University	Project	Implementation organization	Expected research theme
Public Policy and Public Finance	International University of Japan / Meiji University	Strategy planning advisor to the department of national planning	Ministry of Finance	Public Finance
Business Management	International University of Japan	Investment promotion advisor	Board of Investment	investment
Environment Management/ Disaster Management and Climate Change	The University of Tokyo	The technical cooperation for Landslide mitigation project	NBRO	Erosion control
Environment Management/ Disaster Management and Climate Change	University of Tsukuba / The University of Tokyo	The project for improving of metrological observation, weather forecasting and dissemination	Ministry of Disaster Management, Department of Meteorology	weather forecasting and dissemination

In this way, in order to strengthen the capacities of young government officers who will contribute to the promotion of socio-economic development, instead of relying only on the JDS project, it is essential to cooperate with other programs or complement it with other programs.

It should be proposed that the JICA office can share a list of young administrative officials who previously participated in JICA training programs as this could be used to identify potential JDS candidates.

(3) Project coordination by ministries and agencies in Japan

The “Development Cooperation Framework” and the “Japan Revitalization Strategy” advocate for the strategic operation of ODA. The JDS fellows are candidates who will be a leader of their country in future. JDS fellows are from the countries and ministries that are important for Japan with regard to its diplomatic strategy or economic diplomacy. It is desirable to cooperate with the JDS fellows staying in Japan and the former JDS returned fellows in their country for the projects implemented by the Japanese ministries and establish a network with them during fellows’ stay in Japan.

(4) Points to Note on Establishment of a Ph.D. Program

A hearing of related ministry officials as part of a field survey revealed that a determined number of years of experience and actual achievements are important for Sri Lankan public servants to be promoted. At the current point in time, a Ph.D. is not necessarily essential for promotion. However, because it has become commonplace for top-ranked officials government agencies in the field of science to have a Ph.D., there were high expectations for the introduction of a Ph.D. program. Going forward, as the importance of a Ph.D. is likely to increase, its introduction within the JDS project will increase its added value by meeting to new needs.

Furthermore, establishment of a Ph.D. program will not only become a follow-up system for JDS fellows but must have a great appeal to potential candidates as a further step when they consider applying for JDS to obtain a Master's degree. The establishment of the Ph.D. program is expected to have an impact on attracting excellent candidates. A hearing of JDS returned fellows in this survey found that there was strong expectation of the establishment of a Ph.D. program. It takes 10 to 20 years to evaluate the effects of human resource development projects such as JDS. Therefore, rather than simply discussing the necessity at the current point in time, the establishment of a Ph.D. program needs to be considered from a long-term viewpoint. JDS returned fellows are truly set to contribute to the long-term development of Sri Lanka, and it is anticipated that the Ph.D. program within the JDS project will be utilized as a receiver that meets this demand.

One important factor to consider in the establishment of the Ph.D. program is to have a common understanding among the Project's organizers, JDS fellows applying for the course, and Accepting Universities as to “why the Ph.D. program is established in the JDS” and “what the objective of the JDS Ph.D. program is.” It should be made clear that the JDS Ph.D. program is solely designed to develop policy-making leaders, not for fostering researchers who are not involved in policy making. If this point is not clear, it may be difficult to differentiate JDS from MEXT scholarship and other scholarship schemes. The clear definition is essential when the Ph.D. program is implemented.

In terms of implementation, note must be taken of reviews of five countries in which the Ph.D. has already been implemented. Normally, recruitment of JDS fellows starts after the implementation policy has been determined at the first Operating Committee meeting, which is held around July to August after E/N and G/A. However, because the Ph.D. commences in April, the final candidates need to be determined by the end of October. Considering the period of time required for selection, although the recruitment period is only 1.5 to 2 months, applicants need to compose more detailed research plans and engage in more adjustments with planned supervisors than when applying for the master's degree. Therefore, JDS returned fellows are provided with basic information on the Ph.D. in advance and encouraged to consult with supervisors on research plans and make preparations to apply.

The Operating Committee also indicated that the system of “recommending to spend 2 years in Japan and 1 year engaging in on-site research” could lower the possibility of completing the course in 3 years and should therefore not be prioritized. Accepting universities also indicated that fellows should settle down and engage in thorough research as well as constructing human networks in their field as this would lead to results in the future. The JDS master’s degree should raise the overall standard with methods of creating mass while carefully and skillfully molding capable, individual key persons as Ph.D. degree holders so as to achieve results.

(5) Enhancement of Recruitment Activities

An issue raised by the Sri Lankan Operating Committee is the fact that only a small number of regional candidates are successful. Although regional applicants account for the majority of all applicants, successful regional applicants are in the minority. As they are at a disadvantage due to having access to less information than urban applicants, a method for supporting regional applicants from the selection stage (instruction on creating research plans, interviews etc.) needs to be considered so as to increase the proportion of regional applicants who are successfully selected.

During the field survey, the secretary of the Ministry of Home Affairs was visited at the recommendation of the Operating Committee member of the Ministry of Public Administration and Management and cooperation from administrative officials assigned to regional provinces and districts managed by the Ministry of Home Affairs for spreading information and holding workshops on JDS applications was obtained. It is also necessary to obtain the understanding and cooperation of administrative officials assigned to regional provinces and districts managed by the Ministry of Provincial Councils and Local Government for disseminating.

As there is fierce competition amongst donors for obtaining students, methods of advertising to promote the attraction and advantages of JDS need to be investigated. Therefore, effective recruitment activities require separate promotion strategies for the central government and regional governments.

As a basic policy for this, it is important that good interpersonal relationships are constructed with the JDS responsible persons at each ministry. Requesting cooperation based on a relationship of trust is expected to be somewhat effective in spreading information within ministries. Most applicants receive information from the JDS responsible persons at each ministry. For information from JDS responsible persons to reach the possible candidates to be targeted, it is essential that good relationships are built with the responsible persons and their cooperation is received. It is vital that promotional activities are engaged in steadily, including visits to major target facilities.

The project should also proactively promote points for which JDS excel compared to other scholarships. These include the fact that accepting universities are positioned as project partners, the fact that a unified instruction/accepting system has been prepared so that a curriculum completely in line with the relevant country is offered with special programs in addition to the existing program, the fact that programs that will offer further added value are planned, and the fact that strong support is offered for fellows, including regular monitoring throughout their stay in Japan.

In addition, various points of access and channels need to be utilized to engage in recruitment activities via which information reaches more potential candidates. It will also be effective to promote the attraction of JDS through press releases, advertisements utilizing media such as SNS and by coordinating with facilities with extensive networks including JDS returned fellows, JICA experts and JICA Alumni Associations. Furthermore, so that administrative officials in regions where Internet access is difficult can also receive information on applications, a proposal may be made to ERD to place an application advertisement on “Mobitele Message,” a mobile telephone government information application that is used and viewed by over 90% of Sri Lankan government public servants.

(6) Necessity of an enrichment program and direction for Special Programs

From the ministries and agencies the survey team visited during the field survey, the proposal that it will be useful if internships are realized in ministries and agencies and private companies, etc. during the two-year stay in Japan. If the counterpart organizations of projects under implementation send foreign students, there is a possibility that the acceptance of interns will be considered positively depending on the cooperating organizations on the Japanese side of such projects. Efforts for which this kind of added value can be expected should be promoted further. When doing so, with regards to the utilization of special program expenses it is necessary not only to ask the accepting universities but to examine other mechanisms that can be used which are more in line with the intentions of JICA.

The impact survey of accepting universities also revealed the following opinions.

- In particular, since many JICA-related student projects have appeared, it seems like JDS and JICA-related students each want to be treated specially. As procedural work is also associated with costs, the amount of time spent on instruction may be reduced. As a possible countermeasure, could we call up students and address this utilization so as to create a graduate school with improved and maintained overall quality rather than only providing high quality services to students in some programs. Over time, the quality of the university would increase, and the value of graduating from a Japanese university as a JDS would also increase. As a government foreign student project, educational qualifications could also be considered through students.

Although the survey team understand that the special programs are being effectively utilized at each university, still requests are received to simplify administrative office procedures, unify schemes and offer more flexible operation. Ideas for win-win systems such as separating what is provided into parts requested of the accepting university and parts provided as enrichment programs by the project organization, and allowing for more flexible operation at universities.

(7) Need for Japanese language

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Sri Lanka in the future. In the course of this field survey, the survey team had the opportunity to meet with Sri Lankans who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed to us that knowledge of the Japanese language should be made a requirement. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is essential to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

(8) Unified operation of network construction and follow-up schemes, and the roles of implementation agent

i) Measures to be implemented during students' stay in Japan to support in post-return follow-up

From Sri Lanka, 105 JDS fellows have already been accepted in Japanese universities, and a total of 75 JDS fellows, up to the 5th batch of fellows, have completed their study in Japan and returned to Sri Lanka. However, there has been no concrete follow-up system in place to monitor the progress of JDS alumni. The only regular follow-up is done by the Implementing Agent once a year to update their contact list and see how they are doing.

Furthermore, in terms of connections with Japan, as there is no JDS alumni association, the only way to network with persons related to Japan is through Japanese Graduates' Alumni Association of Sri Lanka (JAGAAS), which is supported by the embassy, or the JICA Alumni Association (AA) of Sri Lanka.

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

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

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

ii) Follow-up measures implemented after the JDS Fellows return home

In order to conduct continuous follow-up, JAGAAS and AKOFE, the alumni association of KOICA, which actively engage in local activities to maintain and improve loyalty while students are in Japan, must be coordinated with and their expertise absorbed so as to support operations in Japan and enhance follow-up content. In particular, over the several years until activities come into full swing, Japan is anticipated to support funding and facilitate activities.

The questionnaire and hearing of JDS returned fellow confirmed that they highly anticipated the establishment of a JDS alumni association. Although alumni association activities are also still in the developing stage for JDS projects in other countries, it would be best to establish an alumni association now for reasons including the fact that there is only a small number of JDS returned fellows in Sri Lanka. It was also found that meetings for alumni associations gathering JDS returned fellows who have been appointed to roles of responsibility in central and regional governments must (1) be regularly implemented, (2) be held between April and June, when it is easier to get time off work and (3) allow for smooth participation by JDS returned fellows through preparations such as ERD sending invitations to the alumni association to JDS returned fellows' place of employment. A number of JDS returned fellows wanted to stand as candidate as directors to organize and operate such an alumni organization. We propose getting activities into full swing while offering lateral support with such motivated JDS returned fellows as central players.

It is also important that the national characteristics of Sri Lanka be taken into consideration. While there is individual variation and no sweeping generalizations can be made, the hearing revealed that as many people are modest and avoid attracting the jealousy of others, they tended not to actively talk about their experience studying abroad. In terms of the construction of networks between JDS returned fellows, methods of conducting external activities so that only alumni are targeted should be investigated.

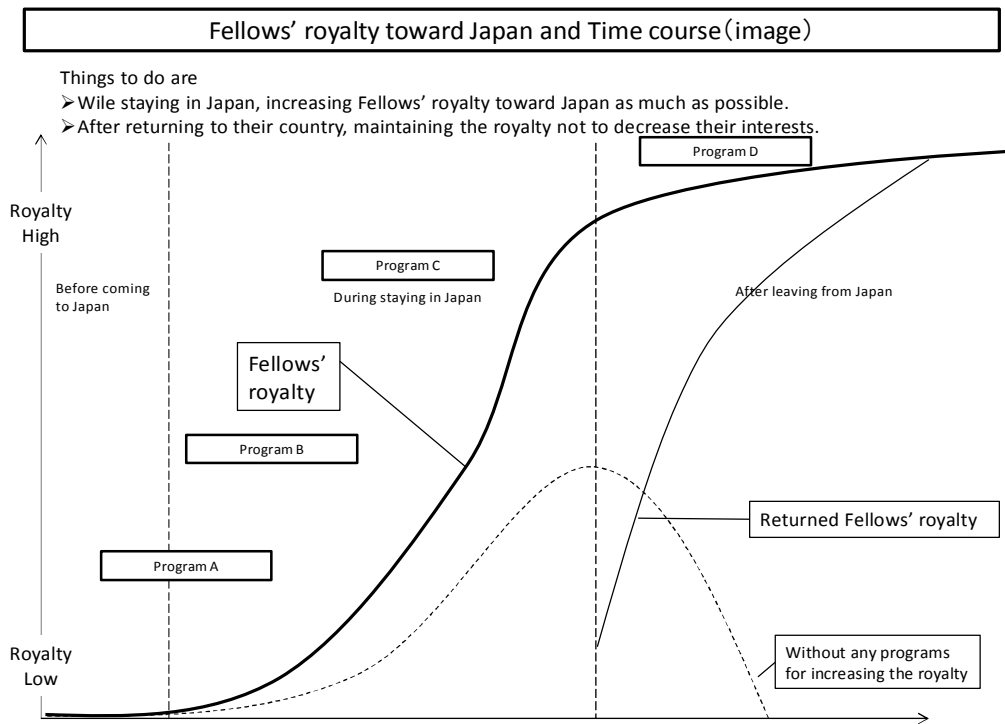


Figure 14: Fellows' royalty toward Japan and time course (image)⁵⁶

iii) Networking with Japanese government officials

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

The network formulated by these measures is practical for the fellows' operations after they return home, giving an incentive to the students to maintain such network and therefore it is expected to establish a continuous relationship. In addition, it is desirable to utilize the fellows further based on this foundation even after they return home for the Japan Embassy, the JICA administration office, JETRO and all other Japanese organizations.

⁵⁶ Made by consultants.

iv) Roles to be performed by the implementation agent

(a) Role as a mediator

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the implementation agent is expected to function as a mediator between the JDS fellows and the Japanese ministries and the persons concerned with ODA. It is expected that the implementation agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements. Figure 15 shows the image of role of the implementing agent as mediator to serve in matching and networking between fellows and concerned persons.

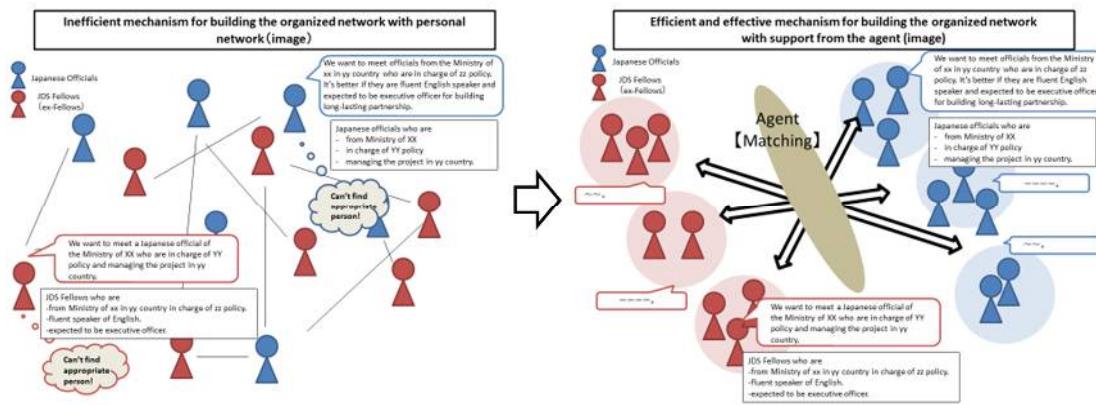


Figure 15: Roles as a mediator by the implementing agent⁵⁷

(b) Firm network foundation with JDS Fellows

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

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

⁵⁷ Made by consultants.

Particularly the project has its administration office in the relevant country and obtains support from the former JDS fellows for recommending application, orientation and other major activities. For this reason, the project administration office can be used as a base for follow-up activities.

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

(c) Network foundation with the Japanese ministries

On the other hand, it is also important to advertise the JDS project to the persons concerned with the Japanese ministries is also important. According to the questionnaire survey conducted by the consultant independently, the degree of recognition of the JDS project by the persons concerned with the Japanese ministries is very low⁵⁸. However, the importance of a network with the JDS students is high for the persons concerned with the Japanese ministries. For example, in terms of the infrastructure export, human resource development is considered to form the basis of all measures taken for the infrastructure export and its many-sided significance was also pointed out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation⁵⁹.

It is important to inform them that the students from the ministries involved in the projects developed by each ministry in Sri Lanka are staying in Japan, that the former JDS fellows have been actually promoted in each country and are playing an important role for diplomacy and economy and that the existence of the implementing agent facilitates us to select an appropriate network conveniently and thereby create an opportunity for utilizing the JDS project. If the persons concerned with the Japanese ministries recognize the JDS fellows as “diplomatic assets” and can utilize them, the value of the JDS project will be improved. For this reason, the implementation agent is expected to have a network with, and the ability to transmit information to, not only the persons concerned with ODA but also the Japanese ministries.

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

⁵⁸ Questionnaire of “Asian Government Leaders Networking Event” sponsored by JICE

⁵⁹ 16th Meeting of the Management Council for Infrastructure Strategy (May 2, 2015)

3-6. Conclusion

In this preparatory survey, the intent of the JDS was determined with the political and social background of Sri Lanka in mind, while sufficiently understanding the Sub-Programs established in line with the Sri Lanka development plan and Japan's aid policy. Also, the additional research was conducted in order to validate the situation of each target organizations such as its role and mandates, necessity of human resource development in priority area/development issue and the number of potential JDS candidates. Based on the results, the JDS scale as a 4 batches in one package and each sub-program basic plan were settled. Accordingly, it is highly valid to continue the JDS project in Sri Lanka and adequate with its significance. Furthermore, taking into account the discussion made with the side of Sri Lanka, as its organizational structure is solid, it is confirmed that the Operating Committee members are going to consider the improvement of JDS project. It is also expected to obtain the cooperation on follow-up activities of the JDS returned fellows which are currently under consideration among the persons concerned.

With regard to the framework of JDS project, consideration of new scheme on introducing Ph.D. program was commenced in the preparatory survey. The expectation towards JDS project by JDS returned fellows and target organizations is further increasing. Furthermore, in the next phase, its policy indicates that five semi-government institutions will be added as target organizations and the number of applicants can be increased by taking measures against the challenges related to public servants in provinces. In addition, as the survey team could visit JICA experts dispatched to respective ministries with the cooperation of JICA office, it was confirmed that the project will be able to obtain their cooperation on the acquisition of competent candidates. It should be noted that it is one of the positive results obtained in this survey.

Concerning the supplementary survey, the survey team met with JDS returned fellows and were able to directly confirm their activities when visiting each target organization in the field survey. In addition, it was confirmed that the returned fellows are taking active parts in all nine provinces. Their existence in all nine provinces can be expected to bring both the strength as key persons in rural areas and its synergistic effect on mutual activities even if Japan's ODA project will be carried out in any province in the future. Indeed, in the Jaffna Province in the northern part that was a battleground until the peace agreement in 2009 was made, one of the JDS returned fellows engages actively in work as a commissioner and this fact becomes a great leverage of the JICA project. Another example can be raised from a comment made by JICA office as follows: "When I traveled to Ampara District in the eastern part of the country, I met one JDS returned fellow who studied at International Christian University and was active in demonstrating leadership as provincial secretary in the district". It can be said that good results of the JDS project are steadily developing.

Sri Lanka introduced JDS in 2010 after the introduction of the new system of JDS in 2009, and it is the eighth year since the start of the project. Regarding Sri Lanka, JDS returned fellows (both men and women) are steadily promoted, as well as the fact that the retention rate to the civil service is 100%. The percentage of JDS returned students who obtained higher positions than the director is about 30%, and the master's degree is necessary for career advancement above the director level (Grade I), promotion of returning fellows is generally promised in the future. As one of the features of Sri Lanka, the number of female applicants exceeds men among the three countries implementing JDS projects in South Asia, the number of successful applicants is slightly lower than that of men, but close to half of 46.7%. Although there are differences in religion, culture, etc. from the other two countries, there are many similarities. Therefore the recruitment activities in Sri Lanka would be good reference for those countries with few women's applications obtained.

Regarding the relevance of the project, the Sri Lankan government's evaluation of the JDS project to train young officials is high, and it meets the needs of the government of Sri Lanka. Also, the importance of capacity building of human resources was again affirmed in the "Joint Declaration on Comprehensive Partnership between Japan and Sri Lanka" between Prime Minister Abe and Prime Minister Wickremesinghe in April 2017. It was reaffirmed that the project was consistent with the policies of Japan and the Sri Lankan government.

The JDS project started accepting fellows since 2000, and up to now the total number of implementing countries has reached 15 countries. Not only in Sri Lanka but also in other countries, the JDS project is recognized as a successful project with the cooperation of stakeholders of each country. In the recommendation of JICA Basic Research mentioned above, it is stated that "Continuation of JDS is important in order to foster relationships and trust with the partner governments and strengthen diplomatic relations". Although JDS project is the project for human resource development and it is based on a long-term perspective, and it takes time to see the outcomes, the number of JDS fellows is steadily increasing and they return to the home country and become the core of the central and local governments by forming a critical mass. It is a great accomplishment of this survey to ensure the fact that the JDS project will be further improved and developed through future active cooperation and efforts of relevant parties of both countries.

End

List of Appendixes

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2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons
4. Minutes of Discussions (M/D)
5. The Number of JDS Fellows to be Accepted for the Next Four Years under the JDS Project in Sri Lanka
6. Basic Plan for the Target Priority Area (Draft)
7. Summary of the Result of Needs Survey on Main Target Organizations

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. Toru KOBAYAKAWA	Leader	Senior Representative JICA Sri Lanka Office
Mr. Kensaku ICHIKAWA	Cooperation Planning	Project Officer Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
<Consultants>		
Mr. Tsuyoshi SHIONOYA	Human Resource Development Planning	Managing Director International Student Programs Division, International Student Programs Department I, JICE
Ms. Wakako HASHIMOTO	Overseas Study Planning	Program Supervisor International Student Programs Division, International Student Programs Department I, JICE
Ms. Madoka MORI (2016/12/1~2017/3/31) Ms. Akiko MIYAZAWA (2017/4/1~)	Needs Study/ Coordination	Country Officer International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey for JDS

	Field Survey	In Japan
2016 Aug.	<div style="border: 1px solid black; padding: 5px;"> Mar. - Aug. (JICA/Embassy/MOFA) - Formulation of the list of target areas and development issues (Sub-Program/ Component) - Explanation of the outline of JDS Project to the government of the recipient country </div>	
Sep.	<div style="border: 1px dashed black; padding: 5px;"> Sept. (OC/JICA Office) - Exchange opinions on tentative target issues and target organizations </div>	<div style="border: 1px solid black; padding: 5px;"> Sept. Request Survey of accepting universities </div>
Oct.		↓
Nov.	<div style="border: 1px dashed black; padding: 5px;"> Nov. (JICA) - Examine proposals from universities by JICA Office </div>	<div style="border: 1px solid black; padding: 5px;"> Nov. Review of proposals from universities (JICA) - Evaluation of proposals - Consideration for the draft plan of accepting universities </div>
Dec.		
2017 Jan.		
Feb.	<div style="border: 1px solid black; padding: 5px;"> Feb. - Survey on the needs and achievements of JDS Project by the consultant (to target organizations and returned fellows) </div>	<div style="border: 1px solid black; padding: 5px;"> Feb. - Contract with a consulting firm for the survey - Examine proposals from universities by consultant </div> <div style="border: 1px dashed black; padding: 5px; margin-top: 5px;"> Feb. - Preparation for the outline design of the budget - Submission of the report on the budget to Ministry of Foreign Affairs </div>
Mar.	<div style="border: 1px solid black; padding: 5px;"> Mar. 【Agreement on the program framework】 (OC/JICA Survey Team) Agreement on - implementing structure - JDS sub-program, components - target organizations - accepting universities and each number of slots - follow-up activities 【Supplementary Survey】 Mar. - Apr. - Additional Survey on Needs for HRD and Impact of JDS Project Apr. - Explanation of the basic plan for the target priority areas to the government of Sri Lanka </div>	<div style="border: 1px solid black; padding: 5px;"> Mar. - Notification of the result of the selection to accepting universities (JICA) - Formulation of the basic plan for the target priority area </div>
Apr.		
May	<div style="border: 1px solid black; padding: 5px;"> May - Jun. - Exchange of Note [E/N] - Grant Agreement [G/A] - Agent Agreement </div>	<div style="border: 1px solid black; padding: 5px;"> May Approval by Japanese Cabinet for JDS Project in JPY2017 </div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> May Preparation of the draft report on the preparatory survey </div>
Jun.		<div style="border: 1px solid black; padding: 5px;"> Jun. Finalization of the report on the preparatory survey </div>
Flow after Preparatory Survey		
	<div style="border: 1px solid black; padding: 5px;"> Aug. - Oct. Recruitment of JDS Fellows </div>	
2018	<div style="border: 1px solid black; padding: 5px;"> Nov. - Mar. 2018 - Selection of JDS Fellows 1st: Document Screening 2nd: Technical Interview by University 3rd: Comprehensive Interview by OC - Agreement on final candidates *Selection and agreement on Ph.D. candidates: by November, 2017 </div>	
		<div style="border: 1px solid black; padding: 5px;"> Mar. - Fellows arrival in Japan (Ph.D.) - Briefing and Orientation </div>
		<div style="border: 1px solid black; padding: 5px;"> Apr. - Enrollment to universities </div>
	<div style="border: 1px solid black; padding: 5px;"> Jul. - Aug. Pre-Departure Orientation (Master) </div>	<div style="border: 1px solid black; padding: 5px;"> Aug. - Fellows arrival in Japan (Master) - Briefing and Orientation </div>
		<div style="border: 1px solid black; padding: 5px;"> Sept. - Enrollment to universities </div>

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

List of Contact Persons

1. Discussion on the Minutes

Date and Time	Contact Persons	Remarks
March 7 th (Tue.), 2017 15:00-17:30	<ul style="list-style-type: none"> ■ Ministry of Public Administration and Management - Ms. Samantha Senanayake, Senior Assistant Secretary (Information Technology) 	Discussion with the Operating Committee Members
March 10 th (Fri.) 10:00-11:30	<ul style="list-style-type: none"> ■ JICA Sri Lanka Office - Ms. Risa Ichishi, Project Formation Advisor 	
March 13 th (Mon.) 9:30-10:10	<ul style="list-style-type: none"> ■ Ministry of National Policies and Economic Affairs, Department of External Resources (ERD) - Ms. Noor Rizna Anees, Assistant Director General 	
March 14 th (Tue.) 14:00-15:30	<ul style="list-style-type: none"> ■ JICA Sri Lanka Office - Mr. Toru Kobayakawa, Senior Representative - Ms. Risa Ichishi, Project Formation Advisor - Mr. Cabral Indika, Senior Project Specialist 	
March 15 th (Wed.) 15:00-16:00	<ul style="list-style-type: none"> ■ Operating Committee Members Ministry of National Policies and Economic Affairs <ul style="list-style-type: none"> - Mr. Priyantha Rathnayake, Director General - Ms. Rizna Anees, Assistant Director General Ministry of Public Administration and Management <ul style="list-style-type: none"> - Ms. Samantha Senanayake, Senior Assistant Secretary (Information Technology) Embassy of Japan in Sri Lanka <ul style="list-style-type: none"> - Mr. Sakae Waratani, First Secretary JICA Sri Lanka Office <ul style="list-style-type: none"> - Mr. Toru Kobayakawa, Senior Representative Observers Embassy of Japan in Sri Lanka <ul style="list-style-type: none"> - Ms. Kayo Imamura, Second Secretary JICA, Financial Cooperation Implementation Department <ul style="list-style-type: none"> - Mr. Kensaku Ichikawa, Project Officer JICA Sri Lanka Office <ul style="list-style-type: none"> - Ms. Risa Ichishi, Project Formulation Advisor - Mr. Cabral Indika, Senior Project Specialist 	Discussion on the Minute

2. Visit to expected Target Organizations

Date and Time	Contact Persons	Remarks
March 6 th (Wed.)	<ul style="list-style-type: none"> ■ National Building Research Organization 	Expected Target

9:40-10:30	<ul style="list-style-type: none"> - Mr. Asiri Karunawardena, Director General - Mr. Kenichi Handa, Chief Advisor (JICA Expert) 	Organizations
March 6 th (Wed.) 12:30-13:30	<ul style="list-style-type: none"> ■ Ministry of Disaster Management - Ms. Wasantha Samaraweera, Additional Secretary (Administration and Finance) 	
March 7 th (Tue.) 9:50-11:00	<ul style="list-style-type: none"> ■ Board of Investment of Sri Lanka - Mr. Ranjith Karunarathna, Director, Human Resources - Mr. Manjula Keerthiratne, Senior Deputy Director, Human Resources - With 3 other participants 	
March 8 th (Wed.) 10:00-10:45	<ul style="list-style-type: none"> ■ Central Environment Authority - Mr. Asela Thismalpola, Director, Human Resources Department - With 1 Assistant Director 	
March 9 th (Thu.) 8:50-9:30	<ul style="list-style-type: none"> ■ Ministry of Petroleum Resources Development - Mr. S. Hettiarachichi, Additional Secretary (Admin) 	
March 9 th (Thu.) 13:40-14:00	<ul style="list-style-type: none"> ■ National Solid Waste Management Center - Mr. A.B. Illangasighe, Director 	
March 10 th (Fri.) 14:00-14:30	<ul style="list-style-type: none"> ■ Ministry of Development Strategies and International Trade - Mr. W.A.D.S. Gunasinghe, Additional Secretary 	
March 13 th (Mon.) 11:00-11:30	<ul style="list-style-type: none"> ■ Waste Management Authority - Mr. Nalin Thismalpola, Director - Mr. Nimal Silva, Assistant Director 	
March 13 th (Mon.) 14:30-15:30	<ul style="list-style-type: none"> ■ Public Service Commission - Mr. H. M. Gamini Senevirathna, Secretary 	
March 14 th (Tue.) 17:30-18:15	<ul style="list-style-type: none"> ■ Weather Forecasting and Dissemination - Mr. Masahito Ishihara, Chief Advisor of Project for Improving Meteorological Observation (JICA Expert) 	
March 15 th (Wed.) 9:40-10:15	<ul style="list-style-type: none"> ■ Ministry of Home Affairs - Mr. Neil de Alwis, Secretary - Ms. Samantha Senanayake, Senior Assistant Secretary (Information Technology), Ministry of Public Administration and Management 	
March 16 th (Thu.) 10:00-11:00	<ul style="list-style-type: none"> ■ Ministry of National Policies and Economic Affairs, Department of National Planning - Mr. Shunichiro Honda, Strategic Planning Advisor (JICA Expert) - Mr. Shinga Kimura, Agricultural Advisor (JICA Expert) 	
March 16 th (Thu.) 13:30-14:15	<ul style="list-style-type: none"> ■ Department of Irrigation - Mr. B. Palugaswewa, Director - Ms. Inoka Wickramasinghe, Chief Engineer (Training) 	

March 17 th (Fri.) 14:00-15:00	<ul style="list-style-type: none"> ■ Board of Investment of Sri Lanka - Mr. Hideo Horiguchi, JICA Advisor for Investment Promotion (JICA Expert) 	
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3. Visit to Other Organizations

Date and time	Contact Persons	Remarks
March 7 th (Tue.) 11:30-12:30	<ul style="list-style-type: none"> ■ Australia Awards in Sri Lanka - Ms. Sajani Ranatunge, Country Program Manager, Sri Lanka Scope Global 	Organizations Related to Scholarships Programs in Sri Lanka
March 8 th (Wed.) 15:00-15:45	<ul style="list-style-type: none"> ■ Korea International Cooperation Agency (KOICA) in Sri Lanka - Ms. Jie Soo Lee, Program Officer, Southwest Asia Team - Mr. Sudaraka Attanayake, Fellowship Coordinator 	
March 9 th (Thu.) 16:30-18:00	<ul style="list-style-type: none"> ■ Japan External Trade Organization (JETRO) Sri Lanka Office - Mr. Kazuhiko Obama, Resident Representative of JETRO Colombo 	Information concerning relationships between JDS Returned Fellows and Japanese companies
March 16 th (Thu.) 16:00-17:00	<ul style="list-style-type: none"> ■ Embassy of Japan in Sri Lanka - Mr. Masaki Takaoka, First Secretary 	Information concerning study abroad fair in Sri Lanka

MINUTES OF DISCUSSIONS

**ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA**

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

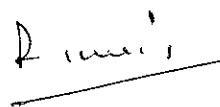
In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by Mr. Toru Kobayakawa, Senior Representative, JICA Sri Lanka Office to Colombo from March 13 to 17, 2017.

The Team held a series of discussions with the members of the Operating Committee of the JDS Project (hereinafter referred to as "the Committee"). The two parties confirmed the design of the JDS Project and the related items attached hereto.

Colombo, March 17, 2017



Toru Kobayakawa
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Priyantha Rathnayake
Director General
Department of External Resources,
Ministry of National Policies and Economic
Affairs
The Government of the Democratic Socialist
Republic of Sri Lanka

I. Objective of the Preparatory Survey

The Committee agreed with the objectives of the Preparatory Survey explained by the Team referring to ANNEX-1 “Flowchart of the Preparatory Survey”.

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project of which selection process is starting from Japanese fiscal year 2017
- (2) To study the number of potential candidates for the JDS Projects

II. Design of the JDS Project

1. Flow of the JDS Project for the Succeeding Four Batches

The flow of the JDS Project of the next four batches was agreed as attached in the ANNEX-2 “Flowchart of the Succeeding Four Batches”.

One JDS Project is formulated for each batch and the first year of the project is for recruitment and selection of the JDS Fellows who study in Japan from the second year to the fourth year.

Therefore the JDS Project for First Batch is planned to start in 2017 and the JDS Fellows for this batch are scheduled to arrive in Japan in 2018.

2. Confirmation of the Implementation Coordination

Both parties confirmed that the Committee consists of the organizations as follows:

Sri Lankan side

- Ministry of National Policies and Economic Affairs (Chairperson)
- Public Service Commission
- Ministry of Public Administration and Management
- Ministry of Higher Education and Highways

Japanese side

- Embassy of Japan (Co-chairperson)
- JICA Sri Lanka Office

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

The total number of JDS Fellows for the first batch in Japanese fiscal year 2017 shall be at fifteen (15) and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2017 to 2020.

4. JDS Sub-Program and Component

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

Priority Area as Sub-Program :

Human Resource Development for Promotion of Economic Growth

Development Issue as Component :

1. Public Policy and Public Finance
2. Economics including Development Economics
3. Business Management
4. Environment Management/ Disaster Management and Climate Change

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

Based on the discussion held between the both parties, it was agreed that the Master's programs of the following universities are suitable to the development issue in Sri Lanka.

Those assumed development needs described above shall be notified as "field of study" to JDS applicants to indicate the direction of study/ research of each JDS Fellow as well as to accepting universities in order to prevent the mismatching between accepting universities and JDS applicants.

- 1) Development Issue as Component : Public Policy and Public Finance

Accepting University:

- Meiji University, Graduate School of Governance Studies (2 slots)
- International University of Japan, Graduate School of International Relations (2 slots)

- 2) Development Issue as Component : Economics including Development Economics

Accepting University:

- Hiroshima University, Graduate School for International Development and Cooperation (2 slots)
- International Christian University, Graduate School of Arts and Sciences (2 slots)

- 3) Development Issue as Component : Business Management

Accepting University:

- International University of Japan, Graduate School of International Management (3 slots)

- 4) Development Issue as Component : Environment Management/ Disaster Management and Climate Change

Accepting University:

- University of Tsukuba, Graduate School of Life and Environmental Sciences (2 slots)
- The University of Tokyo, School of Engineering (2 slots)

6. Target Organizations

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

It was also agreed that possibility of some adjustment on them shall be discussed in accordance with the result of recruitment/ selection in the Committee meeting.

7. Basic Plan for Each Component

The Team explained a Basic Plan on each component, which includes the background, project objectives, summary of the activities of the project and other, would be drafted and proposed by the consultant of the Preparatory Survey, as attached in the ANNEX-4 "The Project for Human Resource Development Scholarship (JDS)-Basic Plan for the Target Priority Area."

It is also confirmed that the Basic Plan is required to be finalized in the Committee after commencement of the next JDS Project.

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

The Team explained that PhD Program could be introduced in JDS after confirmation of its needs in target organizations considering further career development of JDS Fellows in order to contribute to development of the country. PhD program would be offered at most 2 slots per batch.

III. Other Matters Discussed

1. Maximum Number JDS Fellows

GOSL requested the Japanese side to increase the number of JDS Fellows of Master's program. Japanese side replied that it would be reported to and considered by the relevant parties in Japan upon formal request from GOSL.

2. Selection and Follow-up of the JDS Fellows

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

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

Moreover, it was agreed that monitoring and evaluation of returned JDS Fellows should be done actively by GOSL for expanding their outcomes and human network.

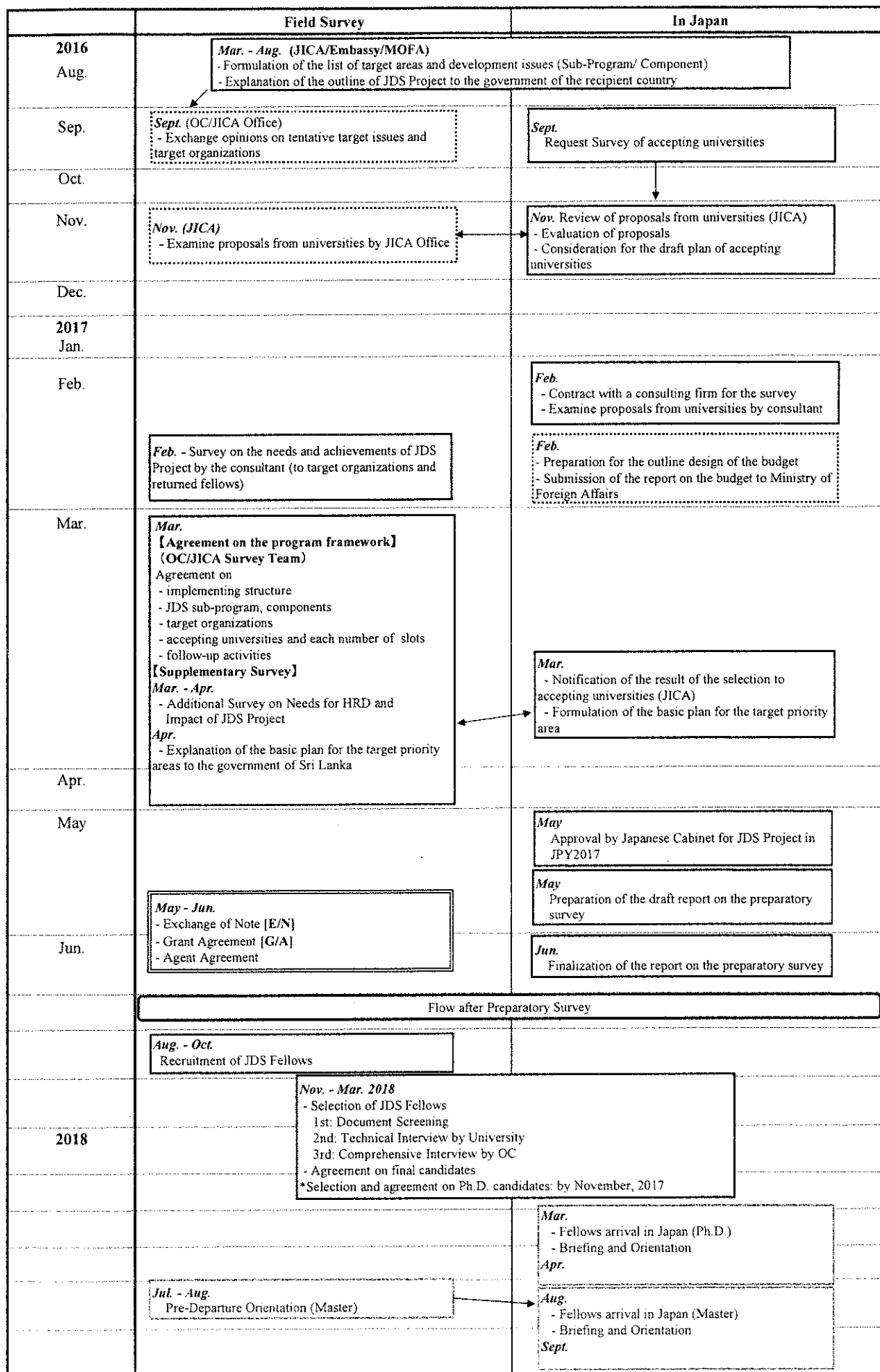
-ANNEX-1: Flowchart of the Preparatory Survey

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

-ANNEX-3: Design of the JDS Project for the Succeeding Four Batches

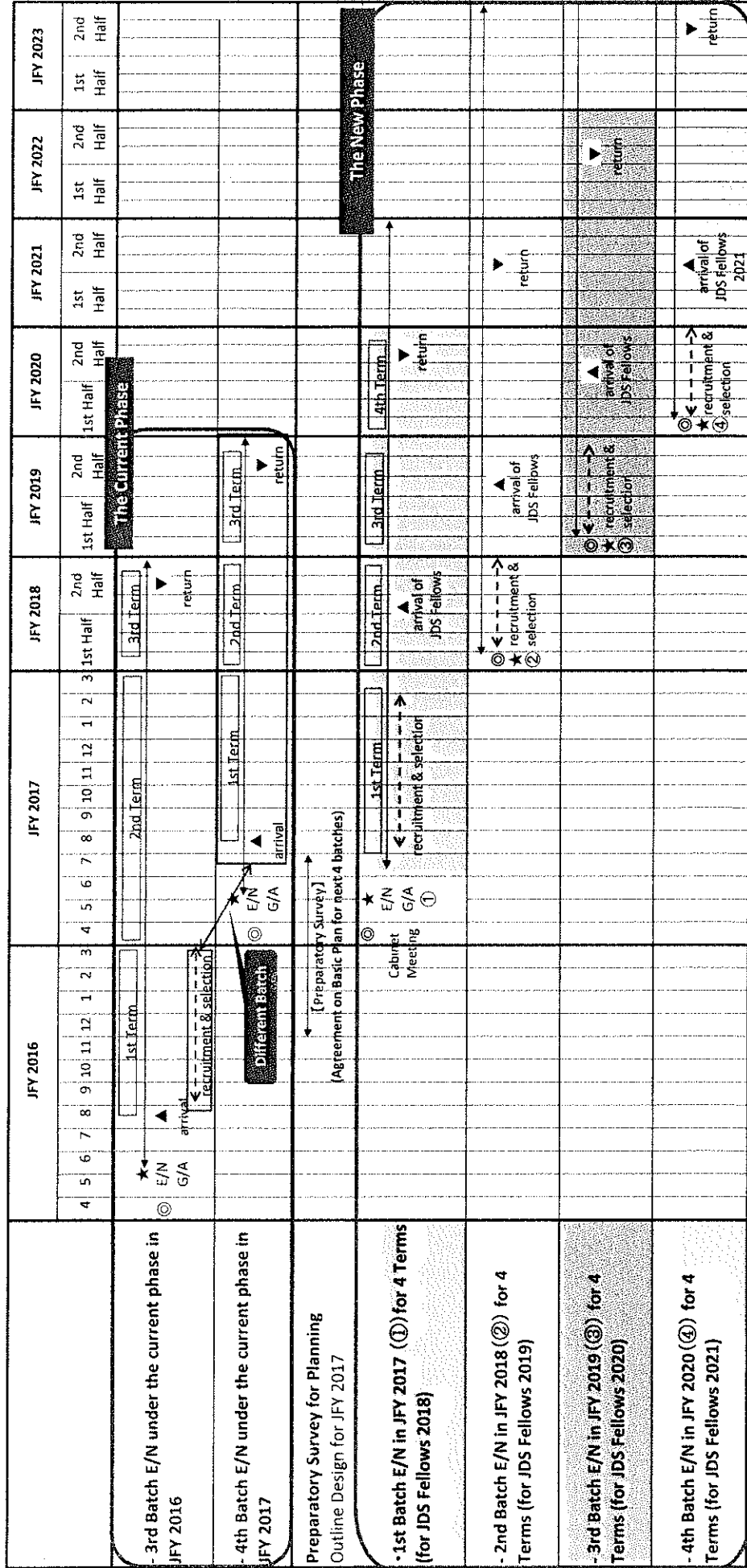
-ANNEX-4: The Project for Human Resource Development Scholarship (JDS)-Basic Plan for the Target Priority Area

Flowchart of the Preparatory Survey



Flowchart of JDS Project for the Succeeding Four Batches

March, 2017
JICA



- ◎ : Cabinet Meeting
- ★ : Exchange of Notes (E/N), Grant Agreement (G/A)
- ▲ : Arrival
- ▼ : Return to Sri Lanka

Design of JDS Project for the Succeeding Four Batches

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Numbers of Participants	Expected Theme of the Research/ Possible Fields of Study	Target Group	University
Human Resource Development for Promotion of Economic Growth	1-1 Public Policy and Public Finance	4	(Needs) Capacity Building for Public Fiscal Operation and Management, Capacity Building for making consistent Public Policy and System, Strengthening Marketing for FDI promotion, Strengthening Public Private Partnership, Adequate Government Intervention, Activation of In-Country industries and improvement of international competitiveness <u>Possible Fields of Study:</u> Fiscal Policy, Social Policy, Public Administration, International Development, Support to SMEs, Investment Climate Improvement, Activation and Development of Industries Public Finance, Public Investment Management, Industrial Development Policy, Investment and SME Promotion Policy	"Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11. (* BOI staffs can apply for 1-3.)	Meiji University, Graduate School of Governance Studies International University of Japan, Graduate School of International Relations
	1-2 Economics including Development Economics	4	(Needs) Capacity Building for economic policy development from mid-long term point of view and detecting issues of Economic and Financial Structure <u>Possible Fields of Study:</u> Economic Development including Sustainable Growth and Job Market Creation, Macroeconomics, Development Policy, Statistics		Hiroshima University, Graduate School for International Development and Cooperation International Christian University, Graduate School of Arts and Sciences
	1-3 Business Management	3	(Needs) Search for new industries for sustainable economic growth, Business Management etc. Strengthening Marketing for FDI promotion, Better ways for Public Private Partnership, Adequate Government Intervention, Activation of In-Country industries and improvement of international competitiveness, Proper Management of Programmes and Projects <u>Possible Fields of Study:</u> Business Administration, SME support, Investment Environment Improvement, Industrial Development, Project Management		International University of Japan, Graduate School of International Management
	1-4 Environment Management/ Disaster Management and Climate Change	4	Environment Management (Needs) Capacity Building for adequate environmental consideration and environmental assessment for formulating and implementing new development plans, Promotion of Environmental-friendly industries and products <u>Possible Fields of Study:</u> Environmental Policy, Environment Management, Environmental Study Disaster Management and Climate Change (Needs) Disaster warning, Information transfer to the vulnerable areas, Disaster response, Capacity Building for policy making and implementation for community-based disaster control etc. <u>Possible Fields of Study:</u> Regional Disaster Prevention, Disaster Management Policy, Disaster Risk Management, Disaster Science		University of Tsukuba, Graduate School of Life and Environmental Sciences The University of Tokyo, School of Engineering
Maximum Number per year		15	** 4 Semi-government organizations: National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA)		

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area:
3. Operating Committee:
 Sri Lanka Side: Ministry of National Policies and Economic Affairs (Department of External Resources), Public Service Commission, Ministry of Public Administration and Management, Ministry of Higher Education and Highways
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

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

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

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

Relevant Projects and Training Programs of JICA Sri Lanka Office:

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

Graduate School of XX X fellows / year total X fellows / 4 years

(5) Activity (Example)

Graduate School of XXXXX

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

(6)-1 Inputs from the Japanese Side

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

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

1 batch X fellows × 4 years = X fellows
From the year 2018 (Until 2020) : X fellows, From the year 2019 (Until 2021) : X fellows
From the year 2020 (Until 2022) : X fellows, From the year 2021 (Until 2023) : X fellows

(7) Inputs from the Sri Lanka Side

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

(8) Qualifications

- 1) Nationality: Citizen of Sri Lanka
- 2) Age: Below the age of 40 as of 1st April in the year of dispatch (in principle).
- 3) Academic Background:
 - Completed the undergraduate level (Bachelor Degree) of education.
 - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
 - Completed 3 year probation period.
- 5) Eligible Officers:
 - "Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11.
 - Officials those who belong to Board of Investment (BOI) can only apply to the component 1-3 "Business Management".
 - Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to the component 1-4 "Environment Management/ Disaster Management and Climate Change".
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:

- Those who are currently awarded or scheduled to receive another scholarship
- Those who have obtained a master's or higher degree overseas under the support of foreign scholarship
- Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

The Number of JDS Participants to be Accepted for the Next Four Years under the JDS Project in Sri Lanka

Sub-Program	Component	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
Human Resource Development for Promotion of Economic Growth	1-1 Public Policy and Public Finance	Meiji University	Graduate School of Governance Studies	2	2	2	2	8
		International University of Japan	Graduate School of International Relations	2	2	2	2	8
	1-2 Economics including Development Economics	Hiroshima University	Graduate School for International Development and Cooperation	2	2	2	2	8
		International Christian University	Graduate School of Arts and Sciences	2	2	2	2	8
	1-3 Business Management	International University of Japan	Graduate School of International Management	3	3	3	3	12
	1-4 Environment Management/ Disaster Management and Climate Change	University of Tsukuba	Graduate School of Life and Environmental Sciences	2	2	2	2	8
		The University of Tokyo	Graduate School of Engineering	2	2	2	2	8
	Total				15	15	15	15

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Human Resource Development for Promotion of Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of National Policies and Economic Affairs (Department of External Resources), Public Service Commission, Ministry of Public Administration and Management, Ministry of Higher Education and Highways
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Human Resource Development for Promotion of Economic Growth
2. Component: Public Policy and Public Finance
3. Implementing Organization:
4. Target Organization:

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

Sri Lanka has seen a replacement of President in January 2015. The same year, election took place in August, establishing a unity government as a consequence. The new government basically conducts good governance and democratic administration, and strives to introduce economic reforms under the banner of Social Market Economy. However, its national development plans, policies, nor macroeconomic policies have not been shown yet as of this moment (July 2016).

It can be said that two issues exist as the background factor of current situation; (i) lack of coherence of policies due to unstableness of political environment, and (ii) lack of administrative officers' capability to formulating plans or policies. Moreover, correspondence to budget deficit caused by the long-running conflict and bloated public sector, foreign debt which accounts 76% of GDP, and decreasing foreign currency reserves due to increasing trade deficit, are urgent matters. Therefore, improvement of a strategic and efficient public finance management capability is needed.

In addition, expertise on industrial development policy and investment climate improvement, which is expected to be a great contribution to the amelioration of finance / economic environment, is inadequate. Thus, there is a need to foster personnel who can delineate a direction of the country from mid-long term point of view.

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

“Promotion of Economic Growth”, “Development of Emerging Regions” and “Mitigation of vulnerability” are set as the priority areas in the “Country Assistance Policy to Sri Lanka” which was issued in June 2012.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (December 2014) also notes that in order to promote further development of the country, it would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Moreover, Prime Minister Abe and Prime Minister Wickremesinghe held a Summit Meeting in October 2015. After the summit meeting, in the “Joint Declaration on Comprehensive Partnership between Japan and Sri Lanka”, the Japanese government declares that Japan would continue to conduct necessary cooperation in the area of Human Resource Development and People-to-People Exchange.

Prime Minister Abe and Prime Minister Wickremesinghe held a summit meeting in April 2017, and Japan-Sri Lanka Summit Meeting Joint Statement “Deepening and Expansion of the Comprehensive Partnership between Japan and Sri Lanka” was declared. In this statement, it is noted that both leaders recognized that human resources are valuable assets for Japan and Sri Lanka, and shared the common aim of strengthening bilateral cooperation and exchanges in human resources development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation Projects】

- Planning and Implementation Support Advisor for Ministry of Finance and Planning

【Grant Aid】

- The Project for Human Resource Development Scholarship by Japanese Grant Aid (Component of Public Policy and Public Finance)

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 Sri Lanka.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of Fiscal Policy, Public Administration Policy, International Development Policy, SME Promotion Policy, Investment Environment Development, and Vitalization of Domestic Industries Policy.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of Fiscal Policy, Public Administration Policy, International Development Policy, SME Promotion Policy, Investment Environment Development, and Vitalization of Domestic Industries Policy, improve their

capability of policy making and implementation.

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

- 1) Meiji University, Graduate School of Governance Studies
2 fellows / year, total 8 fellows / 4 years
- 2) International University of Japan, Graduate School of International Relations
2 fellows / year, total 8 fellows / 4 years

(5) Activity

1) Meiji University, Graduate School of Governance Studies

Target	Contents/ Programs to achieve target
1) During study in Japan	
To learn comprehensive knowledge on public policy	<p>JDS Fellows can take the subjects which are necessary in line with the research theme from the following three programs:</p> <p>(i) Public Policy Program: The program is designed to learn about public policy processes, from identifying issues to formulating, implementing, and evaluating policy options. The knowledge and expertise in policy processes, including expertise in political science, public administration studies, and efficient organizational management are growing their importance in the field of public policy. Each course provides a holistic understanding of various aspects of governance, covering not only political science, public administration studies, public finance, public management, and urban policy, but also policy studies designed to familiarize Fellows with the current status of theoretical and practical developments in these areas.</p> <p>(ii) International Development Policy Program: Drawing on disciplines concerned with international economics and the environment, this program is designed to enable Fellows to analyze global issues of sustainable development and poverty from multiple perspectives on social systems. While market-driven economic development has brought about wealth to many societies, it has also exacerbated global problems such as environmental degradation and</p>

	<p>income disparity. As an introduction for addressing these issues in the public policy arena, courses on international development policy, macro and microeconomics, environmental policy, environmental economics, resource management are offered.</p>
	<p>(iii) Community Planning and Management Program: Community is the field of practice where governance comes most closely in contact with people's lives. The program is organized around the process of making, implementing, and evaluating policies for resolving global issues from local perspectives, . It also focuses on crisis management and the role of the community in responding to natural disasters and terrorism, which have been increasing in recent years. Disciplines covered in this program include community policy, community development, NPO studies, social development, crisis management, and disaster management.</p>
<p>To learn master's thesis writing skills and English skills</p>	<ul style="list-style-type: none"> • Workshops are specially designed for Governance Studies Fellows for learning about approaches to reading academic literature and writing thesis in English. • Courses on social research methods and academic writing skills are offered as strongly recommended ones by the international students' committee.
<p>To learn practical skills</p>	<ul style="list-style-type: none"> • Under Special Program, special lectures will be provided by distinguished scholars and professionals from within Japan and overseas. • Joint multi-lingual (English and Japanese) courses will be provided for fostering exchange between Japanese and international students, as well as fieldwork (site visits) opportunities will be provided for visiting various fields of practice in Japan, will be arranged. • Various field studies will be provided for practical insight into Japanese public policy formulation and implementation.
<p>2) After return</p>	
<p>To follow-up JDS Fellows and to build network</p>	<ul style="list-style-type: none"> • The university will provide networking opportunities for the School's international alumni, including "follow-up seminars" in multiple countries.

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Improvement of JDS Fellows' basic academic skills prior to their enrollment	<ul style="list-style-type: none"> • To prepare new enrollees for their graduate education, courses on such subjects as Basic Mathematics and Basic Economics will be offered in JDS Fellows' countries in the summer prior to their enrollment.
2) During study in Japan	
To obtain specialized knowledge and advanced analytical skills related to economic development policy	<ul style="list-style-type: none"> • Under the Coursework, all Fellows must complete 9 required courses (17 credits), including Public Management, Public Administration, Public Policy Process, Public Policy Modeling, and Public Finance and Budgeting, which provide basic knowledge and skills for public management and policy analysis. • Three advanced seminars (6 credits) are also required for three terms to facilitate communication between scholars and their supervisors. • Fellows need to take elective courses to earn at least 21 credits. 8 credits out of the 21 must come from elective courses, such as Public Organization Theory, Public Human Resource Management, Public Information Policy and Management, Local Government and Public Services, and Public Management Information Systems, that are listed in the curriculum handbook. Fellows also need to take other elective courses or Graduate School of International Management courses to acquire remaining 13 credits.
To learn practical skills and applied skills at the field	<ul style="list-style-type: none"> • Under the Special Program, prominent guest speakers will be invited from other universities, foreign governments, etc. and case studies, seminars, and workshops on agenda policy practices will be conducted. • Also, video conferences and seminars with organizations in various countries will be held by utilizing IUJ's video conference system. Furthermore, IUJ organizes field trips to government organizations and private companies in Japan.

3) After return	
Sustainable improvement of knowledge, theory and skills of graduates	<ul style="list-style-type: none"> • GSIR will provide JDS Fellows with follow-up training after graduation in scholars' countries with the aim of continuously improving their knowledge, theories, and skills. • Joint seminars inviting graduates, current Fellows, and new enrollees will also be held concurrently so that JDS Fellows can enhance mutual understanding, share knowledge and experiences, and strengthen their network. • Additionally, with possible cooperation from public organizations, joint research projects between graduates and faculty members will be facilitated.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 4 X fellows × 4 years = 16 fellows
 From the year 2018 (Until 2020) : 4 X fellows, From the year 2019 (Until 2021) : 4 X fellows
 From the year 2020 (Until 2022) : 4 X fellows, From the year 2021 (Until 2023) : 4 X fellows

(7) Inputs from the Sri Lanka Side

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

(8) Qualifications

- 1) Nationality: Citizen of Sri Lanka
- 2) Age: Below the age of 40 as of 1st April in the year of dispatch (in principle).
- 3) Academic Background:
 - Completed the undergraduate level (Bachelor Degree) of education.
 - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
 - Completed 3 year probation period.
- 5) Eligible Officers:
 - "Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11.
 - Officials those who belong to Board of Investment (BOI) can only apply to the component 1-3 "Business Management".
 - Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to the component 1-4 "Environment Management/

Disaster Management and Climate Change”.

6) Others

- A person of sound mind and body
- A person falls under any of the following items is not eligible to apply:
 - ✓ Those who are currently awarded or scheduled to receive another scholarship
 - ✓ Those who have obtained a master’s or higher degree overseas under the support of foreign scholarship
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Human Resource Development for Promotion of Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of National Policies and Economic Affairs (Department of External Resources), Public Service Commission, Ministry of Public Administration and Management, Ministry of Higher Education and Highways
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Human Resource Development for Promotion of Economic Growth
2. Component: Economics including Development Economics
3. Implementing Organization:
4. Target Organization:

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

Sri Lanka has steadily achieved economic growth since the end of conflict in 2009. Clarification of present problems in the field of economy and financial framework, and to draw up a suitable policy is necessary for Sri Lanka to become a semi-developed country and accomplish sustainable and inclusive economic growth. However, it can be said that Sri Lanka lacks capability of evidence-based policy development using statistical analysis, which is necessary to do this. To support strengthening the basis of economic growth, it is necessary to foster administrative officers with solid economic knowledge.

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

“Promotion of Economic Growth”, “Development of Emerging Regions” and “Mitigation of vulnerability” are set as the priority areas in the “Country Assistance Policy to Sri Lanka” which was issued in June 2012.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (December 2014) also notes that in order to promote further development of the country, it would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Moreover, Prime Minister Abe and Prime Minister Wickremesinghe held a Summit Meeting in October 2015. After the summit meeting, in the “Joint Declaration on Comprehensive Partnership between Japan and Sri Lanka”, the Japanese government declares that Japan would continue to conduct necessary cooperation in the area of Human Resource Development and People-to-People Exchange.

Prime Minister Abe and Prime Minister Wickremesinghe held a summit meeting in April 2017, and Japan-Sri Lanka Summit Meeting Joint Statement “Deepening and Expansion of the Comprehensive

Partnership between Japan and Sri Lanka” was declared. In this statement, it is noted that both leaders recognized that human resources are valuable assets for Japan and Sri Lanka, and shared the common aim of strengthening bilateral cooperation and exchanges in human resources development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation Projects】

- Planning and Implementation Support Advisor for Ministry of Finance and Planning

【Grant Aid】

- The Project for Human Resource Development Scholarship by Japanese Grant Aid (Component of Economics including Development 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 Sri Lanka.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in Economic Development including Sustainable Growth and Job Market Creation, Macroeconomic Policy, Development Policy, Statistics.

2) Project purpose

To ensure that government officials, who are engaged in Economic Development including Sustainable Growth and Job Market Creation, Macroeconomic Policy, Development Policy, Statistics, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

2) Enhancement of the capacity of returned JDS Fellows on research, analysis, policy making and project operation/ management after their return.

3) Policy formulation and implementation by utilizing the study outcomes of returned JDS Fellows.

(4) Number of JDS Fellows and Accepting University

1) Hiroshima University, Graduate School for International Development and Cooperation

2 fellows / year, total 8 fellows / 4 years

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

2 fellows / year, total 8 fellows / 4 years

(5) Activity

1) Hiroshima University, Graduate School for International Development and Cooperation (IDEC)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To improve basic academic knowledge before enrolment	· JDS Fellows are provided with textbooks on basic economics and are required to conduct self-study under the instruction of teaching assistants (Ph.D. students in our course) and professors.

	<ul style="list-style-type: none"> • Fellows need to submit periodical reports by e-mail and take exams to confirm their achievements. • In addition, Fellows with low English ability are also provided with English language textbooks
2) During study in Japan	
To learn the foundation for acquiring policy analysis ability	<ul style="list-style-type: none"> • In the first year, Fellows will learn the basic subjects: development macroeconomics, development microeconomics, and econometrics.
To learn more specialized knowledge by taking courses of applied courses (elective courses)	<ul style="list-style-type: none"> • From the second half of the first year, Fellows can obtain more specialized knowledge based on their interests, through Environmental and Resource Economics (Environmental externality, Optimal design of resource development), Development Economics (Economic Development, Comparative Economic Development, Economic Development and Policy), Trade and Investment (International Economics, International Trade, International Economic Policy), Private Sector Development (Industrial Development, SME Development, Multinational Corporations). • All Fellows are required to join the seminar held by their supervisor every week. Through the seminar classes, Fellow can receive more deliberate supervision (research plan, literature review, academic presentation, and academic writing) and obtain basic skills necessary for academic research (analytical methods and result interpretation). • Moreover, IDEC offers an interdisciplinary curriculum to learn international affairs and regional studies as well as economics. Therefore, Fellows can learn cross-sectoral knowledge and skills.
To learn practical skills and applied skills	<ul style="list-style-type: none"> • The university provides several opportunities to discuss with specialists from other universities and institutions, and to learn practical knowledge from officers of governmental and international organizations, which would be very useful to build a network of personal connections with professionals. In particular, we hold “JDS seminars” regularly, inviting professionals or specialists from other universities or institutions. The content of the seminar ranges from the latest research findings to general developmental issues. In addition, we actively promote Fellows’ participation to academic

	<p>conferences.</p> <ul style="list-style-type: none"> • At least one Ph.D. student is assigned to every JDS Fellow for two years (mentorship system). Fellows are able to get appropriate advice and ample support on their research from the mentor whenever they want. • The university provides special English language courses “Graduate Writing I” and “Graduate Writing II.” Through these courses, Fellows can obtain basic skills in writing academic papers. In addition, JDS Fellows can utilize English proofreading by native speakers on their master theses. These practices have improved Fellows’ English skills dramatically. • Through the research grant project, the university actively promote field research by Fellows. To obtain the research grant, Fellows are required to prepare a feasible research plan. In the field, Fellows are monitored regularly by professors, and are able to obtain appropriate advices from them.
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3) After return	
Follow up activities	<ul style="list-style-type: none"> • In order to get feedback from graduates on how they utilize the knowledge acquired in our course and how the university should improve the on-going JDS project, the university hold a follow-up seminar in Sri Lanka after Fellows going back to the country. • The university will hold feedback seminar in Sri Lanka. Information obtained from the seminar is utilized to improve the quality of the JDS project and make sure that their knowledge and skills are used in the most effective and suitable ways for their work.

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Follow up before enrolment	<ul style="list-style-type: none"> • The graduate school will take the contact with fellows. It will provide the necessary information for course planning and life after arrival in Japan which go smoothly.
2) During study in Japan	
To obtain the necessary knowledge and skills for research in the master’s program	<ul style="list-style-type: none"> • Through Graduate School-wide Courses, Fellows acquire the necessary knowledge and skills for research in the Graduate School’s master’s program. For example, the course “Writing for Researchers” lectured by the experienced teachers from our “English for Liberal Arts” helps graduate Fellows successfully engage in the

	<p>research publication requirements of their chosen discipline, including such topics as required content, information ordering and data analysis.</p>
<p>To obtain the fundamental knowledge and methodology for research</p>	<ul style="list-style-type: none"> • Fellows start with their first term of their first year with foundation courses in the core areas required for advanced study of economics: statistics, microeconomics and macroeconomics. • In the second and third terms, Fellows return to coursework that builds on the foundation courses taken in the first term with what we call “specialized courses” in particular fields of microeconomics and macroeconomics. These include courses in fields such as international trade, international finance, money and banking, development economics and growth theory. • Throughout the second year, Fellows continue to take specialized courses in fields that may interest them, such as corporate finance, or microfinance.
<p>To obtain practical knowledge and skills under the Special Program</p>	<ul style="list-style-type: none"> • Seminars where JDS Fellows are given an opportunity to exchange views with academics, policy makers and practitioners who are working in various sectors – the government, international organizations, research institutions, etc. – to address development issues in developing nations. JDS Fellows attend lectures and sometimes have the opportunity to present their own research there. • JDS Fellows have the opportunities to participation in the UN University Global Seminar to deepen the understanding of the global movement toward the development by UN and international organizations such as post MSDs. • JDS Fellows have the opportunities of field trips to Okinawa or other areas to deepen fellows’ understanding of to the relationship between the local economy, public administration and industry. These field trips often include lectures by regional specialists. • JDS Fellows have the opportunities to travel with faculty to international conferences both in Japan and abroad. Past examples in economics include the Asia-Pacific Economic Association annual meetings, the International Conference on Asian Studies and the American Economic Association Annual Meetings.
<p>3) After return</p>	
<p>To build a network of JDS Fellows</p>	<ul style="list-style-type: none"> • The graduate school will conduct seminars in Sri Lanka. Although the fields are different, the graduate school will invite graduates accepted during 2010 - 13 under JDS for

	<p>network building and evaluation</p> <ul style="list-style-type: none"> • The graduate school will utilize SNS and existing website for dissemination of research results and current information.
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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 Fellows

1 batch 4 X fellows × 4 years = 16 fellows
 From the year 2018 (Until 2020) : 4 X fellows, From the year 2019 (Until 2021) : 4 X fellows
 From the year 2020 (Until 2022) : 4 X fellows, From the year 2021 (Until 2023) : 4 X fellows

(7) Inputs from the Sri Lanka Side

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

(8) Qualifications

- 1) Nationality: Citizen of Sri Lanka
- 2) Age: Below the age of 40 as of 1st April in the year of dispatch (in principle).
- 3) Academic Background:
 - Completed the undergraduate level (Bachelor Degree) of education.
 - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
 - Completed 3 year probation period.
- 5) Eligible Officers:
 - "Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11.
 - Officials those who belong to Board of Investment (BOI) can only apply to the component 1-3 "Business Management".
 - Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to the component 1-4 "Environment Management/ Disaster Management and Climate Change".
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:
 - ✓ Those who are currently awarded or scheduled to receive another scholarship
 - ✓ Those who have obtained a master's or higher degree overseas under the support of foreign scholarship
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Human Resource Development for Promotion of Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of National Policies and Economic Affairs (Department of External Resources), Public Service Commission, Ministry of Public Administration and Management, Ministry of Higher Education and Highways
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Human Resource Development for Promotion of Economic Growth
2. Component: Business Management
3. Implementing Organization: Ministry of National Policies and Economic Affairs (Department of External Resources)
4. Target Organization: Please see attached the Design of JDS Project for the Succeeding Four Batches

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

Sri Lanka has steadily achieved economic growth around 5% since the end of conflict in 2009. However, it is domestically pulled, meaning that its main export industries' added value is relatively low. It is necessary to foster a growing industry which has a higher added value in order to sustain its economic growth. "Doing Business 2016" of World Bank ranks Sri Lanka at 107th place among 189 countries, pointing out the issues of contract enforcement, tax payment, immovable property registration, etc. and expects a major improvement on investment climate to deal with problems such as outflow of capital, which comes from poor conceivable competitiveness with rival countries. In order to improve this, administrative officers who have good understanding, knowledge, and sense of running / controlling private sectors (including financial sectors) and those of financial statements, and also capable of reflecting them to the policies and enforcing them, are essential.

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

"Promotion of Economic Growth", "Development of Emerging Regions" and "Mitigation of vulnerability" are set as the priority areas in the "Country Assistance Policy to Sri Lanka" which was issued in June 2012.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (December 2014) also notes that in order to promote further development of the country, it would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Moreover, Prime Minister Abe and Prime Minister Wickremesinghe held a Summit Meeting in October

2015. After the summit meeting, in the “Joint Declaration on Comprehensive Partnership between Japan and Sri Lanka”, the Japanese government declares that Japan would continue to conduct necessary cooperation in the area of Human Resource Development and People-to-People Exchange.

Prime Minister Abe and Prime Minister Wickremesinghe held a summit meeting in April 2017, and Japan-Sri Lanka Summit Meeting Joint Statement “Deepening and Expansion of the Comprehensive Partnership between Japan and Sri Lanka” was declared. In this statement, it is noted that both leaders recognized that human resources are valuable assets for Japan and Sri Lanka, and shared the common aim of strengthening bilateral cooperation and exchanges in human resources development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation Projects】

- Investment Promotion Advisor

【Grant Aid】

- The Project for Human Resource Development Scholarship by Japanese Grant Aid (Component of Business Management)

【Expert】

- Long-term Experts for Rural Development

【JICA Partnership Program】

- The Project for Empowerment of the Women in the Recovery from

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 Sri Lanka.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in Business Administration, Investment Promotion and SME supports.

2) Project purpose

To ensure that government officials, who are engaged in Business Administration, Investment Promotion and SME supports, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

2) Enhancement of the capacity of returned JDS Fellows on research, analysis, policy making and project operation/ management after their return.

3) Policy formulation and implementation by utilizing the study outcomes of returned JDS Fellows.

(4) Number of JDS Fellows and Accepting University

1) International University of Japan, Graduate School of International Management

3 fellows / year, total 12 fellows / 4 years

(5) Activity (Example)**International University of Japan, Graduate School of International Management (GSIM)**

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To Improve basic academic ability before enrolment	<ul style="list-style-type: none"> • Before enrolment, GSIM faculty members conduct various preparatory courses and orientations to Sri Lanka JDS Fellows. • Fellows will join preparatory courses for Math and Statistics, several pre-enrollment programs (e.g.: Basic course of finance and accounting, case study skills, Excel skills), Curriculum Guidance, English and Japanese Language Orientations, meetings with mentors.
2) During study in Japan	
To lean theoretical foundation and expert knowledge	<ul style="list-style-type: none"> • In the first year, all fellows take compulsory subjects such as management strategic theory and corporate finance theory and obtain general knowledge on business management in the private sector • In the second year, according to the selection of the fellows, the following subjects are taken: <ul style="list-style-type: none"> ◇ Innovation and New Business Creation ◇ Corporate Governance ◇ Corporate Social Responsibility ◇ Marketing Strategy ◇ New Product Planning and Development ◇ Corporate Restructuring and M&A ◇ Entrepreneurship & Small Business Development ◇ International Trade and Investment ◇ Project Financing • In the “Project Financing”, fellows can learn how to finance large public and private projects by attracting foreign investments.
To learn practical skills and applied skills at the field (Special Program)	<ul style="list-style-type: none"> • GSIM also offers a comprehensive Field Trip arrangement, which offers the Sri Lankan Fellows opportunity to see infrastructure projects, special economic zones, industrial complexes etc. and learn various strategies about how to attract such. Also offered for JDS Fellows are special 2-3 days field trips to observe actual Japanese economic infrastructure projects in regional areas such as

	<p>Okinawa and Hokkaido.</p> <ul style="list-style-type: none"> GSIM has a regular program that invites industry experts or high government officials to speak to JDS Fellows. Past speakers include experts from Asian Development Bank, Japan Bank for International Development, government ministers, and corporate executives of Japanese multinational companies investing in foreign countries.
To learn paper preparation method and others.	<ul style="list-style-type: none"> Classes for academic writing are offered for two years. Japanese classes are also offered from beginner to advanced person.
3) After return	
To build and maintain network	<ul style="list-style-type: none"> University holds alumni receptions, and invites not only graduates but also many government officials and employees from the private sector which enables enhancing a good relationship between Japan and the country.

(6)-1 Inputs from the Japanese Side

- 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)
- Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

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

1 batch 3 X fellows × 4 years = 12 fellows
From the year 2018 (Until 2020) : 3 X fellows, From the year 2019 (Until 2021) : 3 X fellows
From the year 2020 (Until 2022) : 3 X fellows, From the year 2021 (Until 2023) : 3 X fellows

(7) Inputs from the Sri Lanka Side

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

(8) Qualifications

- Nationality: Citizen of Sri Lanka
- Age: Below the age of 40 as of 1st April in the year of dispatch (in principle).
- Academic Background:
 - Completed the undergraduate level (Bachelor Degree) of education.
 - Has a good command of both written and spoken English at graduate level.
- Work Experience:
 - Completed 3 year probation period.
- Eligible Officers:
 - "Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11.

- Officials those who belong to Board of Investment (BOI) can only apply to the component 1-3 “Business Management”.
- Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to the component 1-4 “Environment Management/ Disaster Management and Climate Change”.

6) Others

- A person of sound mind and body
- A person falls under any of the following items is not eligible to apply:
 - ✓ Those who are currently awarded or scheduled to receive another scholarship
 - ✓ Those who have obtained a master’s or higher degree overseas under the support of foreign scholarship
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Human Resource Development for Promotion of Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of National Policies and Economic Affairs (Department of External Resources), Public Service Commission, Ministry of Public Administration and Management, Ministry of Higher Education and Highways
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-4

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Human Resource Development for Promotion of Economic Growth
2. Component: Environment Management / Disaster Management and Climate Change
3. Implementing Organization:
4. Target Organization:

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

The work to improve various aspects of the infrastructure, including power supply, water supply, sewerage and roads, is earnestly in progress in Sri Lanka to stimulate economic activities. Under these circumstances, the importance of environmental consideration to prevent environmental destruction, pollution and the unnecessary resettlement of residents is growing. The increasing commercial activities following economic growth and the diversification of social life have worsened the problems of traffic congestion, air, water and soil pollution, industrial waste and household waste. The JDS Project aims at developing human resources capable of addressing issues which have emerged as a result of economic development.

The disaster in December, 2004 caused by the Indian Ocean earthquake and tsunami prompted the Government of Sri Lanka to legislate the Disaster Management Act (May, 2005). At the same time, the Ministry of Disaster Management and other organizations were established to underline the country's determination to strength its disaster control measures and disaster preparedness. However, the strengthening of effective disaster control measures is a real challenge because of the difficulty of coordinating various ministries and the insufficient disaster management budget, manpower and technical knowhow.

Meanwhile, the Government of Japan has identified "measures to control climate change and disasters" as one of the priority fields for its aid for Sri Lanka and a number of projects are being implemented to ensure the sounding of disaster warnings, conveyance of information to disaster prone areas, improved response to disasters and capacity building for disaster prevention in communities. It is hoped that the JDS Project will produce capable officials of the relevant ministries to effectively handle environmental and disaster management issues.

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

“Promotion of Economic Growth”, “Development of Emerging Regions” and “Mitigation of vulnerability” are set as the priority areas in the “Country Assistance Policy to Sri Lanka” which was issued in June 2012.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (December 2014) also notes that in order to promote further development of the country, it would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Moreover, Prime Minister Abe and Prime Minister Wickremesinghe held a Summit Meeting in October 2015. After the summit meeting, in the “Joint Declaration on Comprehensive Partnership between Japan and Sri Lanka”, the Japanese government declares that Japan would continue to conduct necessary cooperation in the area of Human Resource Development and People-to-People Exchange.

Prime Minister Abe and Prime Minister Wickremesinghe held a summit meeting in April 2017, and Japan-Sri Lanka Summit Meeting Joint Statement “Deepening and Expansion of the Comprehensive Partnership between Japan and Sri Lanka” was declared. In this statement, it is noted that both leaders recognized that human resources are valuable assets for Japan and Sri Lanka, and shared the common aim of strengthening bilateral cooperation and exchanges in human resources development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

<Environment Management>

【Loan Aid (Yen Loan)】

- Anuradhapura North Water Supply Project Phase I
- New Bridge Construction Project over the Kelani River
- Kandy City Wastewater Management Project

【Technical Cooperation Projects】

- Advisor Services for Maritime Disaster Measures and Marine Environment Protection
- The Project for Monitoring of the Water Quality of Major Water Bodies
- The Project for the Strategic Master Plan under Sewerage Sector

【Science and Technology Cooperation on Global Issues】

- The Project for Development of Pollution Control and Environmental Restoration Technologies of Waste Landfill Sites taking into account Geographical Characteristics in Sri Lanka

<Disaster Management and Climate Change>

【Loan Aid (Yen Loan)】

- Emergency Natural Disaster Rehabilitation Project
- Landslide Disaster Protection Project of the National Road

【Technical Cooperation Projects】

- Technical Cooperation for Landslide Mitigation Project
- The Project for Improving of Meteorological Observation, Weather Forecasting and Dissemination
- Capacity Development Project for Creating Digital Elevation Model Enabling Disaster Resilience

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 Sri Lanka.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in Environmental Policy, Environment Management, Regional Disaster Prevention, Disaster Management Policy, and Disaster Risk Management.

2) Project purpose

To ensure that government officials, who are engaged in Environmental Policy, Environment Management, Regional Disaster Prevention, Disaster Management Policy, and Disaster Risk Management, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

2) Enhancement of the capacity of returned JDS Fellows on research, analysis, policy making and project operation/ management after their return.

3) Policy formulation and implementation by utilizing the study outcomes of returned JDS Fellows.

(4) Number of JDS Fellows and Accepting University

1) University of Tsukuba, Graduate School of Life and Environmental Sciences

2 fellows / year, total 8 fellows / 4 years

2) The University of Tokyo, School of Engineering

2 fellows / year, total 8 fellows / 4 years

(5) Activity

1) University of Tsukuba, Graduate School of Life and Environmental Sciences

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
<ul style="list-style-type: none"> • To help incoming Fellows become ready to undertake course works and researches. 	<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 Fellows to learn about basic mathematics, statistics, and/or data collection. • The Master's Program in Environmental Sciences provides 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, 	<ul style="list-style-type: none"> • In providing tailor-made education to meet each 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

knowledge, and insights as global environmental leaders.	<p>research/analysis methods on such topics as environmental management, natural disaster prevention/ mitigation/adaptation (including civil engineering), climate change, and infrastructure development /improvement.</p> <ul style="list-style-type: none"> • Responding to each Fellow’s needs, the Program undertakes internships in Japan and other countries. • The Program requires all Fellows to enroll in the certificate program. • The Program invites experts from universities /research institutions in Japan or from overseas and holds an annual international seminar to improve Fellows’ research areas. • If there is need, faculty members of the Program and Fellows travel to Fellows’ research areas and hold seminars on data-collection research and survey.
• To develop writing skills for theses	<ul style="list-style-type: none"> • Academic supervisors and instructors provide courses, guidance, and seminars that help Fellows to learn about how to find necessary documents and write master’s theses. • Fellows continuously enroll in thesis courses for two years and make thesis topic presentations several times. • Fellows incorporate external opinion from experts who are invited to annual JDS international seminars.
• To develop human resource network	<ul style="list-style-type: none"> • 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 Sri Lanka by sharing information or conducting research collaboratively.
3) After return	
• 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.

2) The University of Tokyo, School of Engineering

Target	Contents/ Programs to achieve target
During study in Japan	
• Share technologies of respective countries and suggest standard systems by examining both advantages and disadvantages while	• With a focus on detecting river and coastal hazards beforehand as well as diffusing and propelling “early alert” technologies to promote evacuation, it is

<p>establishing policies with regard to the improvement which takes into account the actual situation in Sri Lanka. It is expected that JDS Fellows, engineers engaged in environmental and disaster mitigation from Sri Lankan administrative organizations take part in this procedure and acquire the aforementioned techniques to become the professionals who can develop and apply the acquired skills after their return.</p>	<p>expected to build comprehensive systems concerning the development of observation networks which takes into account climate change, constructing automatic analysis of observed data including alert notification systems and establishing security networks in society. Furthermore, those technical results are transferred to practitioners in each country.</p>
<ul style="list-style-type: none"> • Acquire knowledge and skills of civil/infrastructure engineering that are required for public officials working on environmental and disaster mitigation issues. 	<ul style="list-style-type: none"> • 44 lecture courses, exercises and internships on civil/infrastructure engineering are provided every year.
<ul style="list-style-type: none"> • Deepen the understanding of methods, experiences and problems on disaster mitigation brought from Japan and Asian countries. • Acquire practical methodology on environmental consideration and disaster prevention such as detecting hazardous areas, observations of environment and disaster, early alert warnings towards citizens and administration in addition to scientific knowledge related to river and seashore disasters, issues on water environment and all these effects occurred by climate change 	<ul style="list-style-type: none"> • Implement cooperative research activities and interactions with personnel engaged in water environment and disaster prevention, engineers and researchers from Japan and Asian countries. • Conduct experimental observations and disaster investigations of river and seashore areas in various locations as well as engaging in development of administrative methods for the disaster management, innovation of new technologies on disaster mitigation, and investigation of the mechanism of disaster
<ul style="list-style-type: none"> • Gather technologies and knowledge on environmental and disaster mitigation from every country as well as diffusing alleviation methods on environment issues and disaster prevention that are applied to circumstances in Sri Lanka towards both researchers and public officials in charge of disaster prevention, it creates opportunities for long-lasting technical interactions even after the termination of subsidy period. 	<ul style="list-style-type: none"> • JDS Fellows from government organizations of Sri Lanka who take part in disaster prevention are expected to participate these activities and learn the development of practical methodology on disaster mitigation.
<ul style="list-style-type: none"> • Identify measures against developing issues through writing thesis. 	<ul style="list-style-type: none"> • Under the guidance of a supervisor, JDS Fellows prepare master's thesis concerning disaster prevention technologies.

(6)-1 Inputs from the Japanese Side

1) Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and

workshops, follow-up activities after returning home)

2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)

3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

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

1 batch 4 X fellows × 4 years = 16 fellows

From the year 2018 (Until 2020) : 4 X fellows, From the year 2019 (Until 2021) : 4 X fellows

From the year 2020 (Until 2022) : 4 X fellows, From the year 2021 (Until 2023) : 4 X fellows

(7) Inputs from the Sri Lanka Side

1) Dispatch of JDS Fellows

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

(8) Qualifications

1) Nationality: Citizen of Sri Lanka

2) Age: Below the age of 40 as of 1st April in the year of dispatch (in principle).

3) Academic Background:

- Completed the undergraduate level (Bachelor Degree) of education.
- Has a good command of both written and spoken English at graduate level.

4) Work Experience:

- Completed 3 year probation period.

5) Eligible Officers:

- "Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11.
- Officials those who belong to Board of Investment (BOI) can only apply to the component 1-3 "Business Management".
- Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to the component 1-4 "Environment Management/ Disaster Management and Climate Change".

6) Others

- A person of sound mind and body
- A person falls under any of the following items is not eligible to apply:
 - ✓ Those who are currently awarded or scheduled to receive another scholarship
 - ✓ Those who have obtained a master's or higher degree overseas under the support of foreign scholarship
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

Summary of the Result of Needs Survey on Main Target Organizations

No	Organization	Basic information of staff		Roles/ Mandates of the Organization	Development Issues	Needs of Human Resource Development	Monitoring/ supporting system for career development after returning to Sri Lanka	Affiliated Organizations/ Institutions
		Number of permanent staff	Ratio of All-island services (20-39 years old)					
1	Ministry of Higher Education & Highways, Higher Education Division	121	55%	1. Formulation of policies, programs and projects, monitoring and evaluation in regard to the subjects of university education and highways, and those subjects that come under the purview of Departments, Statutory Institutions and Public Corporations listed in Column II 2. Affiliation and promotion of cooperation with international academic institutions and other organizations with the objective of improving the quality of higher education in Sri Lanka 3. Adoption of necessary measures to broaden avenues for higher education 4. Effect necessary policy changes and provide required human resources to strengthen the university system in order to produce graduates who will match the demands in the job market 5. Adopt necessary measures to secure international recognition for degree courses awarded by universities in Sri Lanka etc.	Inefficient management system Inadequate assistance to increase the access to higher education Lack of policy guidelines for creating a sound research culture	Capacity hardly of the officers involving in planning, monitoring, financing, and attitude Training people for developing and maintaining IT based MIS Training people for developing and maintain training/hard capacity of people involving with partly preparation	N/A	All Universities under the purview of University Grants Commission All Postgraduate Institutions and other Institutions under the purview of the University Grants Commission Buddhasravaka Bhiksu University Buddhist and Pali University Road Development Authority and its subsidiaries and associates Road Maintenance Trust Fund
2	Ministry of Local Government and Provincial Councils	241	39%	1. Formulation of policies, programs and projects, monitoring and evaluation in regard to the subjects of provincial councils and local government, and those subjects that come under the purview of Departments, Statutory Institutions and Public Corporations listed in Column II 2. Regulation of activities relevant to provincial councils 3. Training of members, officers and employees of provincial councils 4. Government functions related to local authorities 5. Grant of credit facilities to local government authorities for development of public utilities etc.	Lack of subject related knowledge of the staff and they have been marginalized to the same subject for years. Least opportunities for further studies for staff Non-availability of a research & development unit	To provide subject related training and transfer them to other divisions or subjects on regular basis and motivate each employee to think out of the box by giving value to them To give opportunities with financial assistance for the staff in general To give opportunities with financial assistance for the staff in general	N/A	Local Loans and Development Fund
3	Ministry of Labour and Trade Union Relations	171	31%	1. Formulation of policies, programs and projects, monitoring and evaluation in regard to the subjects of labour and trade union relations, and those subjects that come under the purview of Departments, Statutory Institutions and Public Corporations listed in Column II 2. Formulation and implementation of policies with regard to international labour standards, supervision and welfare of employees 3. Liaison with International Labour Organization and International Social Security Organization 4. Administration of the employees provident fund, private provident fund and private retirement schemes 5. Industrial relations and settlement of industrial disputes etc.	Developing skills on public policy formulation and implementation Awareness on Sustainable Development Goals and Action Plans Inadequacy of monitoring and evaluation Mechanisms	Public policy analysis Development and implementation Project management Industrial relations Development policy Entrepreneurship development	The Officials returning from study abroad are entrusted with special tasks and closely monitored whether they are applying what they learn in abroad and deliver quality service	Family Health Bureau Health Education Bureau National Program Tuberculosis & Chest Diseases Epidemiology Unit National STD/AIDS Control Program
4	Ministry of Disaster Management	89	7%	1. Formulation of policies, programs and projects, monitoring and evaluation in regard to the subject of disaster management, and those subjects that come under the purview of Departments, Statutory Institutions and Public Corporations listed in Column II 2. Coordination and management of activities in relation to mitigation, response, recovery, and relief in natural and man-made disasters 3. Formulation of National Disaster Management Plan and National Emergency Operation Plan based on national policies 4. Initiation and coordination of foreign aided projects for disaster mitigation, response and recovery 5. Liaison with ministries, government institutes and agencies, private institutes, and local and foreign nongovernmental organizations to ensure timely execution of above activities etc.	Available funds are limited for capacity development. Island wide service officers getting transfer out of the Ministry, because of this continuously we have to train officers. Scarcity of officers to cover-up duties when release officers for foreign training.	Improve the ability of working in English Improve disaster management subject knowledge Ability of report writing, presentation skills, and analytical skills of subject matter and data	Monitored by Department of External Resources, Ministry of Public Administration and the agencies which officers belongs.	Department of Meteorology Disaster Management Centre National Building Research Organization National Disaster Relief Services Center

No	Organization	Basic information of staff		Roles/ Mandates of the Organization	Development Issues	Needs of Human Resource Development	Monitoring/ supporting system for career development after returning to Sri Lanka	Affiliated Organizations/ Institutions
		Number of permanent staff	Ratio of All-island services (20-39 years old)					
5	Ministry of Regional Development	30	3%	<p>1. Formulation of policies, programs and projects, monitoring and evaluation in regard to the subject of regional development and those subjects that come under the purview of Hadabima Authority.</p> <p>2. Co- ordination of economic and social development programs and projects for strengthening regional development, including promotion of industries</p> <p>3. Implementation of specified development programs in Nuwara- Eliya, Kandy, Matale, Badulla, Trincomalee, Ampara, Polonnaruwa and Anuradhapura Districts</p>	<p>Lack of knowledge in economical analysis in officers who involved in developing project</p> <p>Lack of competency in planning tools, proposal analysis and proposal evaluation techniques</p> <p>Lack of sound knowledge in regional development, policy preparation, and implementation and evaluation in managerial level officers.</p>	<p>Increase the relevant skills and competency of the officers</p> <p>Attitudinal change towards team work</p> <p>Build up the leadership qualities in the managerial level officials</p>	<p>Give opportunity to implement their work plan, research findings and follow up their progress.</p>	Hadabima Authority (semi government)
6	Ministry of Plantation Industries	25	40%	<p>1. Provision of incentives and other facilities to increase yield of plantation crops</p> <p>2. Enhance international competitiveness for productivity in the plantation industry</p> <p>3. Adoption of necessary measures to promote value addition industries based on plantation crops</p> <p>4. Issuance of licences related to tea and rubber</p> <p>5. Issuance of permits for export of tea etc.</p>	<p>Lack of confidence in decision making</p> <p>Supervision and conflict management</p> <p>Shortage of training opportunities relevant to subject areas</p> <p>Inadequate updated knowledge of new management concepts, strategies, and new technology</p>	<p>Knowledge Enhancement</p> <p>Change of Mind</p> <p>Self Confidence</p> <p>Knowledge Sharing</p> <p>Foreign Exposure</p>	<p>A report on the study tour should be submitted by the relevant officer to the Ministry after returning to Sri Lanka.</p> <p>It is compulsory to complete Master degree to promote Special Grade. Special assignment will be assigned for the officers and evaluation will be done quarterly and annually.</p>	<p>Rubber Development Department</p> <p>Sri Lanka Tea Board</p> <p>Tea Research Institute</p> <p>Tea Small Holdings Development Authority</p> <p>Kalubowitiiya Tea Factory Limited</p> <p>Thurusaviya Fund</p> <p>Rubber Research Institute</p> <p>Coconut Cultivation Board</p> <p>Coconut Development Authority</p> <p>Coconut Research Institute</p> <p>National Institute of Plantation Management</p> <p>Sugarcane Research Institute</p>
7	Ministry of Tourism Development and Hindu Religious Affairs	52	8%	<p>Mission: Create an enabling environment to develop, promote, productive and result oriented tourism industry while contributing to inclusive development of Sri Lanka.</p> <p>Vision: Religious and spiritual enhancement of christian community in Sri Lanka</p>	<p>Infrastructure development</p> <p>Develop the vicinity of leisure known attractions</p> <p>Inequality of distribution of benefits of tourism sector to the low income population</p>	<p>Update with the new knowledge</p> <p>Capacity development</p> <p>Increase the efficiency, effectiveness and quality of work life</p>	N/A	<p>Sri Lanka Tourism Development Authority</p> <p>Sri Lanka Promotion Bureau</p> <p>Sri Lanka Convention Bureau</p> <p>Sri Lanka Institute of Tourism and Hotel Management</p> <p>Department of Christian Religious Affairs</p>
8	Ministry of Health	127,369	6%	<p>Healthcare delivery</p> <p>Planning & Management of Health Services</p>	<p>Policy development</p> <p>Health economics & planning</p> <p>Healthcare planning</p>	<p>Development & implementation of health policies</p> <p>Efficient and cost effective healthcare planning</p> <p>Proper planning & management of healthcare delivery</p>	<p>The scholars are advised to submit a overseas training report after completion of the program, and to share the knowledge and skills they gained among the officers.</p>	<p>Family Health Bureau</p> <p>Health Education Bureau</p> <p>National Program Tuberculosis & Chest Diseases</p> <p>Epidemiology Unit</p> <p>National STD/AIDS Control Program</p>
9	Ministry of Development Strategies and International trade	49	12%	<p>1. Formulation of policies, programs and projects, monitoring and evaluation in regard to the subjects of development strategies and international trade, and those subjects that come under the purview of departments and statutory institutions</p> <p>2. Formulation of investment promotion programs and projects</p> <p>3. Promotion of economic potential in Sri Lanka and thereby promote foreign direct investment and private sector investment</p> <p>4. Development of strategies for expansion of international market opportunities for local produce</p> <p>5. Adoption of necessary measures for strengthening international trade relations etc.</p>	<p>Enhance a gender scale of private investment / FDI</p> <p>Expand a trade potentials and increase exports</p> <p>Undertake reforms required to improve business and trade</p>	<p>Assessment of trade potentials with major markets</p> <p>Assessment on right investments</p> <p>Skills in into agency coordination and leadership</p>	<p>No any monitoring system is carried out by the ministry during the scholars study abroad. However, the ERD monitors during this period.</p>	<p>Board of Investment Sri Lanka</p> <p>Export Development Board</p> <p>Import Export Control Department</p>

No	Organization	Basic information of staff		Roles/ Mandates of the Organization	Development Issues	Needs of Human Resource Development	Monitoring/ supporting system for career development after returning to Sri Lanka	Affiliated Organizations/ Institutions
		Number of permanent staff	Ratio of All-island services (20-39 years old)					
10	Ministry of Finance	216	4%	<ol style="list-style-type: none"> 1. Formulation of policies and programs, monitoring and evaluation in regard to the subjects of finance and taxation and those subjects that come under the purview of Departments, Statutory Institutions and Public Corporations listed in Column II 2. Formulation of policies for public finance and macro financial management 3. Preparation of annual budget and management of financial resources 4. Execution of the national budget and enforcement of budgetary and financial controls 5. Management of national tax policies and productive use of Government revenue etc.. 	<p>Contrastive work allocation and educational backgrounds of employees.</p> <p>There is no continuous training and development strategy for the organization.</p> <p>No performance and potential based evaluation system.</p>	<p>Continuous training and development programme in HR, Economics-Macro/Micro, Financial Management and Public Policy, Development Strategies. Advanced Technological Assistance.</p>	<p>After return to Sri Lanka scholar should have to submit a report and it is proposed to give a special project to handle with related to learned subjects</p>	<p>Insurance Board of Sri Lanka Sri Lanka Accounting and Auditing Standards Monitoring Board Public Service Mutual Provident Association National Lotteries Board Lady Lochore Loan Fund Tax Appeals Commission Sri Lanka Export Credit Insurance Corporation Academy of Financial Studies (Miloda)</p>
11	Ministry of Petroleum Resources Development	43	5%	<ol style="list-style-type: none"> 1. Formulation of policies, programs and projects, monitoring and evaluation in regard to the subject of petroleum resources development, and those subjects that come under the purview of departments, statutory institutions and public corporations listed in Column II 2. Import, refining, storage, distribution and marketing of petroleum-based products and natural gas 3. Matters relating to production and refining of petroleum 4. Petroleum exploration and related matters 5. Production of gas from sources of petroleum products and distribution development of infrastructure facilities in relation to the supply and distribution of fuel etc. 	<p>Lack of Technologies for introducing LNG(liquefied natural gas)</p> <p>Lack of testing facilities at laboratories for Petro -Products such as Petro-Chemicals & Bitumen</p>	<p>To improve the expertise in relation to use of LNG</p> <p>To improve the knowledge on petroleum products</p> <p>To improve the knowledge on new technologies in the field of LNG use of accessories in relation to fuel selling</p>	<p>Submitting report on respective program</p>	<p>Ceylon Petroleum Corporation Ceylon Petroleum Storage Terminals Limited Petroleum Resources Development Secretariat Poliopto Lanka (Put) Ltd</p>
12	Department of Irrigation, Water Management and Training	299	56%	<p>The main objectives of the Irrigation department are:</p> <ol style="list-style-type: none"> 1. Alleviation of poverty of the rural farming community by increasing their farm income and raising their standard of living 2. Development of land and water resources for irrigated agriculture, hydro power, flood control, domestic use, industrial use and agriculture development. Productivity enhancement of land and water in major/ medium irrigation schemes 3. Integrated water resources management and participatory management in major /medium irrigation system 4. Provision of irrigation and drainage facilities for cultivable lands in Irrigation and drainage projects 5. Management of water for sustainable agriculture etc.. 	<p>Lack of funds</p> <p>Lack of qualified resource persons</p> <p>Lack of exposure to modern technology</p>	<p>Water resources management</p> <p>Flood risk management.</p> <p>Hydraulic engineering and river basin management</p>	<p>After returning to the country, they will assign a job which is relevant to his/her foreign training.</p>	<p>N/A</p>
13	Provincial Revenue Department, Southern province	87	1%	<p>Summary: understanding the promotion of the public trust in the revenue and promotion the public to volunteer their tax compliance and payments while offering Legal Trust and courteous and dynamy servie which enhance the development of the southern provincc</p>	<p>Lack of Knowledge.</p> <p>Lack of opportunities.</p> <p>Barriers of organization development</p>	<p>Enhancement of overall knowledge of employees.</p> <p>Carrier Development.</p> <p>Organization Development through Human R,D.</p>	<p>N/A</p>	<p>N/A</p>
14	Governor's Secretariat, Southern Province	30	83%	<ol style="list-style-type: none"> 1. Execution of legislative power relating to items for which the provincial council is entitled to make statute. 2. Exercising of powers relating to the financial control of the provincial fund. 3. Decision making on all matters relating to the provincial public service and execution of power under the provincial council act and the 13th amendment to the constitution. 	<p>HR planning is not maintaining in this organization. Because we are facing difficulties to maintain skill inventory and management inventory according to employee demand and supply.</p> <p>Training and development basically done by the eternal sources and we do not have proper training plan to our organization</p> <p>Inadequate evaluation of skills and levels of performance of working</p>	<p>Proper training and development plan</p> <p>Proper performance evaluation system</p> <p>HR policy development</p>	<p>N/A</p>	<p>N/A</p>

No	Organization	Basic information of staff		Roles/ Mandates of the Organization	Development Issues	Needs of Human Resource Development	Monitoring/ supporting system for career development after returning to Sri Lanka	Affiliated Organizations/ Institutions
		Number of permanent staff	Ratio of All-island services (20-39 years old)					
15	Uva Provincil Council	33	3%	<ol style="list-style-type: none"> 1. Updating the cadre information of Uva Provincial Council and recommending for recruitment council 2. Human Resource Development of Uva Provinial Council. 3. Inter and inter-provincial transfers to Uva Provincial Council's officers 4. Productivity promotions 5. Implementation of government language policy within the province etc. 	<p><u>Research and development</u> Conducting research is the base to identify development needs. As an organization responsible for Human Resource development we are also lacking in research and development.</p> <p><u>Human resource information system</u> Due to lack of technically skilled people in this field, we are not up to the standard of having a well defined data base system.</p> <p><u>Competency development</u> We need competent human resource to implement to process. Lack of people with analytical skills and IT skills is also one of the issues having an impact on the development of our organization.</p>	<p>Need of human resource with competency in analytical skills to conduct development research.</p> <p>Need of human resource with IT skills to create and operate data base for various subjects.</p> <p>Need of officials with language proficiency for the effective implementation of national language policy in our organization.</p>	N/A	Uva Management Development Institution

Summary of the Result of Needs Survey on Main Target Organizations (Semi-Government)

No	Organization	Basic information of staff		Roles/ Mandates of the Organization	Development Issues	Needs of Human Resource Development	Monitoring/ Supporting system for career development after returning to Sri Lanka	Affiliated Organizations/ Institutions
		Number of permanent staff	Ratio of All-island services (20-39 years old)					
1	National Building Research Organization	283	64%	<p>NBRO is a Research and Development institution and a technical service provider. R & D work is performed with government research grants and as sponsored work. Technical consultancy and testing services are provided for a fee and NBRO earns revenue for its recurrent expenditure by providing these services. After many years of specialization, NBRO is now a much-sought after technical services provider in the country today, with a very good reputation for its timely delivery of quality services. This in turn has made NBRO financially sound and stable.</p> <p>NBRO is the national focal point for landslide risk management and as its important responsibilities, conducts landslide investigation and risk assessment, implements hazard zonation mapping project, monitors rainfall and ground movements and issues landslide early warning, and implements landslide and unstable slope mitigation projects. In addition, NBRO issues Landslide Risk Assessment Reports as a pre-requisite for granting of building permits and approval of development projects.</p>	<p>NBRO presently has only a limited staff with post-graduate qualifications and sufficient international exposure. It is highly desirable that staff will be given opportunities to study in an advanced developed country like Japan.</p> <p>Building disaster resilience is our priority and what is expected from NBRO as a prime line agency under the Ministry of Disaster Management. Hence, further studies in Japan where disaster management related higher studies are available and given prominence are highly appropriate for staff of NBRO.</p> <p>NBRO envisages training more graduates abroad in diversified fields and upon their return to have their knowledge imparted by arranging regular training courses for internal staff as well as staff from different stakeholder institutions.</p>	<p>Considering the large extent of mitigation work that NBRO should implement in future, it is highly desirable that our geotechnical engineers and geologists do their post-graduate studies in related fields to contribute to NBRO's work effectively after their return.</p> <p>NBRO staff comes from diverse fields and engages in multi-disciplinary projects, but training opportunities in fields are limited. Giving graduates of other disciplines scholarship opportunities for post-graduate studies is recommended.</p> <p>NBRO needs more and more highly qualified people and hence, granting Ph.D. scholarship to eligible NBRO staff will be highly advantageous.</p>	<p>Trainees are expected to submit progress of their training during their stay abroad and upon their return.</p> <p>NBRO will have proficiencies for career development of trainees after returning to Sri Lanka</p>	N/A
2	National Water Supply and Drainage Board	20,063	21%	<ol style="list-style-type: none"> 1. Identification of the "unserved", especially those prone to health problems 2. Preliminary investigations, planning, design and construction of water supply and sewerage projects with local funds and donor assistance 3. Operation and maintenance of water supply and sewerage schemes to provide satisfactory service to customers 4. Billing and collection through affordable tariff setting 5. Human resource planning and development etc... 	<p>High non revenue water (NRW)</p> <p>Lack of management skills of middle level managers</p> <p>Lack of proper asset management system</p>	<p>Training on NRW reduction skills</p> <p>Training on management skills for middle level managers</p> <p>Training on system development and implementation of asset management system</p>	<p>Training materials/ Thesis will be forwarded to organization's information & library services/</p> <p>Opportunities will be given to share the knowledge & skills gained among subordinates / peers through training programs/ technical presentations</p>	N/A
3	Board of investment of Sri Lanka	1192	32%	<p>The Board of Investment of Sri Lanka (BOI) is a statutory authority established for the purpose of promoting and facilitating Foreign Direct Investment (FDI) and Domestic Capital Formation, both private and public, for the resurgence of the economy of the Island. As such, it has a critically important role to place in the development of Sri Lanka and the advancement of its people.</p>	<p>Lack of professionals in the Organization</p> <p>Low level of Foreign Direct Investment (FDI)</p> <p>Aging work force</p>	<p>Knowledge in the field of investment promotion strategies and marketing techniques</p> <p>New techniques and knowledge to promote/maintain industrial peace in Export Procession Zones</p> <p>Recruit young talented staff</p>	N/A	N/A