

Islamic Republic of Pakistan
Economic Affairs Division (EAD)
Ministry of Finance, Revenue and Economic Affairs

**Preparatory Survey
on the Project for Human Resource
Development Scholarship
in the Islamic Republic of Pakistan
FINAL REPORT**

May 2018

Japan International Cooperation Agency (JICA)

Japan International Cooperation Center (JICE)

GL
JR
18-009

SUMMARY

1. Summary of the Preparatory Survey

(1) 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 3,970 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2017.

Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, the target of the project is limited to government 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 human resources with good understanding on Japan and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the doctoral 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.

In order to develop a stable and sustainable society through economic growth of the Islamic Republic of Pakistan (hereinafter referred to as “Pakistan”), Japan has been contributing to the assistant of improvement of the economic foundation and to the country’s development issues

including human securities. However, in all of the development issues, improvement of administrative capacity and development of government systems are major issues. In this conditions, in September 2016, at Japan-Pakistan Summit Meeting, Pakistan side announced the expectation for human resource development assistance from Japan. Based on the above background, Pakistan became one of the new target countries of the JDS preparatory survey in FY2017. 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 Pakistan, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of Pakistan.

(2) Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Pakistan and needs for human resource development, and formulate a framework for next four batches starting in FY 2019.
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

(3) Method of the Survey

As part of the Preparatory Survey, the field survey in Pakistan was conducted from December 2017 to April 2018.

- December 2017 to April 2018: Field survey
 - (1) Setting priority areas (sub-programs) and development issues (components) in accordance with Japanese government's economic cooperation policy towards Pakistan and development needs of Pakistan
 - (2) Determining 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
- February 2018: Estimating the project scale
- April 2018: Drafting the basic plan for the target priority area

(4) 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 Pakistan (from FY 2019 to 2022)

Sub-Program	Component	Accepting University	Graduate School (GS)	Maximum Number of Slots
1 Improvement of Economic Infrastructure	1-1 Enhancement of Public Administration and Finance	Ritsumeikan Asia Pacific University	GS of Asia Pacific Studies	2
		International University of Japan	GS of International Relations	2
	1-2 Enhancement of Energy Policy and Implementation	Kyusyu University	Interdisciplinary GS of Engineering Sciences	2
		Hiroshima University	GS for International Development and Cooperation	1
	1-3 Enhancement of Industrial Promotion, Investment Climate and Trade	International University of Japan	GS of International Relations	2
		International Christian University	GS of Arts and Sciences	2
	1-4 Enhancement of Agriculture, Water Resources and Rural Development	Hiroshima University	GS for International Development and Cooperation	2
		Ritsumeikan University	GS of Life Science	2
2 Ensuring Human Security and Improvement of Social Infrastructure	2-1 Strengthening Disaster Management Capacity	Hiroshima University	GS for International Development and Cooperation	3

② Target Organization

In this survey, agreement was reached between Pakistan side and Japanese side to target CSS/Cadre, and the Ex-Cadre (BPS 17 and above) who belong to the target organizations, which were proposed by Japanese side and agreed by Pakistan side. Although the Pakistan side suggested that provincial civil servants would like to be included, the survey team proposed that in the first year JDS would target to only federal civil servants. The survey team also proposed that, based on the results of the first-year applications, it would be preferably considered in the next year or later whether provincial civil servants should be included or not, and agreement was reached on this point.

③ Consideration of Accepting JDS fellows to Doctoral Programs

With regards to the acceptance of doctoral fellows which was proposed in the JDS basic research conducted in FY2014, the result of the interview with targeted ministries conducted

by the consultant showed there was broad agreement that doctoral program would indeed be beneficial.

In a questionnaire given to the target organizations, 75% of the responding organizations replied that doctoral program was necessary, confirming the high needs for doctoral study abroad. There was a high level of need among the government ministries and agencies specialized in engineering and science in other countries, but in Pakistan there were also high needs for doctoral degree in ministries and agencies related to economics, and interviews with each target organization expressed numerous strong needs for doctoral programs.

Details of the qualifications and selection process will be discussed at the first meeting of the Operating Committee in FY2018.

④ **The Operating Committee Members**

The Operating Committee consists of Pakistani members (Economic Affairs Division (EAD) in the Ministry of Finance, Revenue and Economic Affairs, and Establishment Division in the Cabinet Secretariat) and Japanese members (Embassy of Japan in Pakistan and JICA Pakistan Office), and it was agreed upon that the committee makes discussions and decisions on the JDS project’s policy for its implementation and operation.

The Operating Committee Members

	Role	Organization
Pakistani Side	Chair	Economic Affairs Division, Ministry of Finance, Revenue and Economic Affairs
	Committee Member	Establishment Division, Cabinet Secretariat
Japanese Side	Committee Member	Embassy of Japan in Pakistan
	Co-Chair	JICA Pakistan Office

(5) Evaluation of Relevance of the JDS Project

Taking into account national development plan of Pakistan and the current situation and issues of sectors in the country, conformity with the JDS project and the aforementioned plan was made. Priority areas of the JDS project for Pakistan will be established as a contribution to achieve Pakistan’s national economic development plan entitled as “Vision 2025¹”. Furthermore, Japan’s Country Development Cooperation Policy to Pakistan formulated in February 2018, set “improvement of economic infrastructure” “ensuring human security and improvement of social infrastructure” and “consolidating peace and stability” as focus areas. JICA Country Analysis Paper (JCAP) also analyzed support plans according to the policy for

¹ Ministry of Planning Development & Reform, <http://pc.gov.pk/vision/vision>

Pakistan.

The JDS project seeks to develop the competencies of core human resources in the government organizations engaged in the relevant fields of each focus area. It contribute to resolve respective development issues and matches with Japanese and JICA Development Cooperation 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 Pakistan. 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

i) Effective Planning for the Project

Through this survey, the survey team could obtain the detailed information on the personnel affairs system and overseas training system for civil servants from FPSC in charge of the employment of civil servants and the Establishment Division in charge of personnel affairs policy for civil servants. To obtain excellent JDS fellows and send them to Japan after the commencement of the project, it is important to collect further information about the personnel affairs system and overseas training system for civil servants and thereby more effectively establish the framework and implement recruitment and selection process.

ii) Active Participation of the Operating Committee

As mentioned above, the members of the Operating Committee control the training projects including study abroad of civil servants and are familiar with the government's internal regulations and procedures from recruitment and selection of candidates through dispatch of them for study abroad. It is important to request them to participate actively in the project from the stage of examining a plan for candidate recruitment and thereby realize the acquisition of excellent applicants and smooth dispatch of JDS fellows.

iii) Procedure from the Execution of Exchange of Notes (E/N) to a Request for Payment

For the government's procedure taken by the EAD to proceed with the preparation for the signing of E/N, Grant Aid (G/A) (preparation of PC-1 and 2), the survey team explained a flow from the conclusion of G/A to a request for the payment. EAD asked whether a part of the procedure could be omitted as in the case of Non-Project Grant Aid, and the survey team explained that the JDS project was implemented by the assumed agent and the unified procedure for JDS was taken for all payment procedures in all JDS countries.

The EAD suggested that a request for payment should be made directly to the EAD, not to the embassy of Pakistan in Tokyo, because it would take time for the EAD to explain the matter to the embassy which is supervised by the Ministry of Foreign Affairs of Pakistan. The procedure of making requests directly to the EAD would take some time to obtain approval within the EAD. It is necessary to consider a smooth procedure for payment among relevant parties while taking the request by the EAD, in order to process the payment upon the submission of the request of payment from the agent.

(2) External Impacts on the Project Implementation

i) Impact of the Dissolution of the Cabinet in May 2018 and General Election

In Pakistan, the Cabinet will be dissolved in the end of May 2018 and a general election will be held. The rules require that a new cabinet be formed within three months from the dissolution of the Cabinet, but it is still unforeseeable whether a new cabinet will be actually formed within three months according to the Embassy of Japan in Pakistan and others.

It is also unforeseeable whether E/N and G/A can be concluded between two countries under the provisional government before the formation of a cabinet. According to the Joint Secretary of the EAD, there would be no problem about concluding E/N and G/A before the formation of a cabinet, however it is needed to pay attention to this matter. If the commencement of the project is delayed, it will have some negative impact on the recruitment period.

ii) Safety Management

Although no serious crime involving Japanese people has occurred in Islamabad for three months after January 2018, in Karachi Japanese people (a male and a female) became a victim of a robbery using a gun and attempted kidnapping in January and February 2018. It is necessary to keep paying attention to safety management.

Precisely, it is necessary to consult with the person in charge of safety at the JICA Pakistan Office in preparation for the establishment of the JDS office, which is planned around July 2018. In addition to safety management in Islamabad, if explanatory meetings are held in Lahore, Karachi, and other local cities in future, it is important to collect information in advance from the JICA Pakistan Office and the Embassy of Japan in Pakistan and pay full attention to safety management when performing project activities.

(3) Target Organizations and Groups for the JDS Project

It was agreed between Pakistan side and Japanese side that the target organizations and groups for the JDS project are the CSS/Cadre who are in charge of planning and implementing policies in the federal government and Ex-Cadre who belong to the target organizations, which are proposed by the Japanese side and agreed by Pakistan side. Pakistan side made a proposal for including not only the employees of the federal government but also the employees of

provincial governments. The survey team recommended to include only the employees of the federal government in the first year and examine whether the employees of provincial governments should be included or not in the following or subsequent years in consideration of the result of applications of the first year. The Pakistan side agreed on the recommendation.

With respect to the target groups, the relevant persons expressed their concerns that the above requirements might limit the number of the target organizations engaged in agriculture, water resources and rural development, and disaster management capacity fields as well as the number of target persons. It will be also necessary to examine this matter in consideration of the result of applications of the first year.

(4) Enhancement of Recruitment Activities

In Pakistan, there is intense competition between the donors of UK and Australia, etc. for the acquisition of good students, therefore the method more effectively to promote the appeal points and advantage of JDS is necessary to be considered. For this purpose, it is necessary to have promotion strategy for the federal government officers who work for the central government and provincial governments.

With respect to the basic promotion policy, firstly it should be ensured that the person who acts as the focal point for JDS project of the EAD shares and communicates information to the person in charge of training (in charge of the JDS project) at each ministry. In addition, it is important that the agent of the JDS project in Pakistan gives careful explanation to the person in charge of the project at each ministry and establishes a good relationship with that person. Making a request for cooperation based on the established good relationship will have a certain effect on the dissemination of information in the relevant ministries and provincial governments.

In other countries, many applicants often obtain information from the division in charge of training at each ministry. Similarly, each organization in Pakistan also has the person in charge of training, and it is most important to have a good relationship with the person and ask the person to cooperate for ensuring that the group of target applicants obtain the relevant information from the person in charge of JDS. It is essential to visit the major target organizations frequently and perform steady promotional activities.

Ministries that the survey team visited this time readily accepted a proposal for holding explanatory meetings in the ministry to explain recruitment and they also asked many questions about the time of recruitment and selection. After the commencement of the project, it is desirable to hold explanatory meetings at as many ministries as possible to promote their recognition about the JDS project.

Considering that it is difficult to hold explanatory meetings in local cities due to safety issues, it is necessary to use various promotional tools and access channels in the performance of recruitment activities so that a larger number of potential candidates can receive information. It is effective to utilize press release, newspaper articles, and other media or cooperate with JICA experts, the JICA Alumni Association of the former participants of the training courses of JICA, and other relevant organizations with a wide network of contacts in order to promote JDS.

With respect to the contents to distribute the advantage of JDS, it is important to advertise actively the provision of Japanese master's and doctoral programs at an international level as well as the competitive advantages of the JDS compared with other scholarship programs such as the provision of "Special Program" designed for the purpose of providing a complementary program suitable for fellows of Pakistan, detailed educational and acceptance system, programs adding a value to study abroad such as planned provision of government officials networking event and other careful support programs provided during their stay in Japan, such as regular monitoring meeting and so on.

Another appeal point would be the fact that JDS enables each fellow to learn about Japan's development experience through the "JICA Program with Universities for Development Studies (JProUD)", currently worked on by JICA, in addition to engaging in research in his/her specialized area.

(5) Cooperation with other ODA projects

To implement JDS as one of the ODA projects in Pakistan, it is important to cooperate with other ODA projects, from the viewpoint of being a "contribution for the development" instead of just a scholarship for studying abroad. It is essential that dissemination of this project information among the representatives of JICA Pakistan office and JICA experts, encouragement of competent human resources of the counter parts of the projects to apply for JDS, utilization of alumni networks, etc.

Therefore, it is proposed to use the following matrix to study the projects to cooperate with and share this information among relevant parties in the JDS project. For example, it would be effective to strengthen the capacity of the officer who is involved in industrial promotion and investment climate development through obtaining a degree at a Japanese graduate School under the JDS project while coordinating with an Investment Climate Improvement Advisor to BOI in order to cultivate human resources for enhancement of industrial promotion and investment climate.

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 projects or complement it with other projects.

It is proposed that the JICA office will share a list of young officers who previously participated in JICA Knowledge Co-Creation Programs (training courses) as this could be used to locate potential JDS candidates.

(6) Gender Consideration

This preparatory survey investigated the national gender policy and civil servants' gender policy in Pakistan, gender consideration measures taken under the civil service system, and other matters in accordance with the JICA's gender policy. As a result of survey, it was found that gender considerations will be required for the JDS project in Pakistan.

The main project will be commenced around July 2018. When determining the overall policy for the project for fiscal year 2018 in the first Operating Committee, it is important to examine the policy for promoting female participation in the JDS project as well as the method thereof in consideration of the results of this preparatory survey, and then to consult and agree with the Pakistan side. Particularly for the method of recruiting female candidates, it is important to examine the measures by other countries implementing the JDS Project, such as the case of Nepal where the application guidelines state "JDS encourages female applicants to apply" or the case of Tajikistan where special explanatory meeting only for female applicants is held, or by taking into account the measures taken by other donors and hearing opinions of the persons concerned with the JDS project.

The female Director General of FPSC, who studied in the Graduate School of Kyushu University and the Graduate School of Osaka University in Japan, had a positive idea about female officers studying abroad. It was confirmed that several female civil servants who studied in Japan were actively playing key roles of the government. It is important to request these female civil servants having experience in studying in Japan to participate in explanatory meetings and share information about the advantages of studying in Japan, challenges for women who study abroad, and the method of solving them, and thereby develop the environment that encourages female civil servants to make an application.

(7) Preparation for Dispatching Fellows

As mentioned in "1-3. Civil Servants' Career Paths and Human Resources Training Status", the Planning & Development Department acting as the government's training contact point receives all applications for overseas training programs from civil servants. The Planning & Development Department issues the "Non Objection Letter" to those who have been selected for overseas training programs. Civil servants cannot travel overseas without this letter and therefore it is necessary to cooperate with the EAD to ensure that the letter is smoothly issued to the selected candidates as the JDS fellows through the screening process.

In addition, civil servants are required to sign an Assurance Bond (written oath) issued by the EAD before going abroad for training or study and thereby promise to return to work for the government after completing the study abroad. It is necessary to ensure that the Assurance Bond is issued smoothly before the fellows come to Japan.

(8) Necessity of an Enrichment Program and Direction for Special Programs

From the ministries and agencies which were visited by the survey team during the field survey, they proposed that it will be useful if internships are conducted in ministries and agencies and private companies, etc. during the two-year stay in Japan. In terms of capacity building of JDS fellows and building human relationship which is a basis for good bilateral relations, and differentiation from other scholarship programs, further effort should be promoted for this kind of engagement which will add value is expected. Then, 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.

(9) 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 Pakistan in the future. In the course of this field survey, the survey team had the opportunity to meet with Pakistani who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed 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 is not enough to deepen their understanding of the Japanese and Japanese culture. This period 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.

(10) Unified Operation of Network Construction and Follow-up Schemes, and the Roles of the Agent

i) Measures to be Implemented during Students' Stay in Japan to Aid in Post-return Follow-up

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

In order to conduct continuous follow-up, MEXT Scholarship Alumni Association of Pakistan (MAAP) and Australia Awards Alumni (AAA-Pakistan), Chevening Alumni Association of Pakistan (CAAP) the alumni association of KOICA (KAAP), 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.

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 Pakistan 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.

iv) Roles to be Performed by the 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 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 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 agent as mediator to serve in matching and networking between fellows and concerned persons.

(b) Firm Network Foundation with JDS Fellows

The 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 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 agent and the JDS fellows have a trust relationship and therefore the JDS fellows can contact the 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.

The role to be played by the 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 low². 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 Cooperation³.

It is important to inform them that the students from the ministries involved in the projects developed by each ministry in Pakistan 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 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 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 Pakistan.

² Questionnaire of “Asian Government Leaders Networking Event” sponsored by JICE

³ Cabinet Office, Government of Japan, 16th Economic Cooperation Infrastructure Conference

CONTENTS

Summary

List of Abbreviations

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

- 1-1. Present Situation and Issues of the JDS Project 1
- 1-2. Background and Overview of the Grant Aid 7
- 1-3. Civil Servants' Career Path and the Status of Human Resources Development.....8
- 1-4. Trends of the Japan's ODA to Pakistan 15
- 1-5. Trend of Other Donor's Scholarship Programs 23
- 1-6. Needs for Human Resource Development in Target Organizations 27

Chapter 2 Contents of the JDS Project..... 35

- 2-1. Overview of JDS Project 35
- 2-2. Obligations of Recipient Country 42
- 2-3. JDS Project Implementation Schedule 43
- 2-4. Application and Selection Methods..... 44
- 2-5. Contents of Orientation, Basic Knowledge, and Special Program 46
- 2-6. Monitoring, Guidance and Counselling..... 48
- 2-7. Follow-up 49

Chapter 3 Evaluation of the JDS Project and Recommendation 51

- 3-1. Relevance between JDS Project and Development Issues / Country Development Cooperation Policy 51
- 3-2. Expected Effect of JDS Project 54
- 3-3. Comparison with Other Scholarship Programs Provided by Other Donors 55
- 3-4. Project Evaluation Indicator Data..... 56
- 3-5. Recommendations 57
- 3-6. Conclusion..... 67

[Appendix]

- 1. Member List of the Survey Team
- 2. Flowchart of the Preparatory Survey for JDS
- 3. List of Contact Persons
- 4. Minutes of Discussions (M/D)
- 5. The Number of JDS fellows to be accepted for the Next Four Batches under the JDS Project in Pakistan
- 6. Summary of the Result of Supplementary Survey on Target Organizations

LIST OF ABBREVIATIONS

Abbreviations	Description
ADB	Asian Development Bank
BPS	Basic Pay Scale
CSS	Central Superior Services
E/N	Exchange of Note
EAD	Economic Affairs Division in the Ministry of Finance, Revenue and Economic Affairs
FPSC	Federal Public Service Commission
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
IELTS	International English Language Testing System
IMF	International Monetary Fund
JAAP	JICA Alumni Association of Pakistan
JDS	Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
JOCV	Japan Overseas Cooperation Volunteers
KOICA	Korea International Cooperation Agency
MAAP	MEXT Scholarship Alumni Association of Pakistan
MEXT	Ministry of Education, Culture, Sports, Science and Technology
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
SDGs	Sustainable Development Goals
SNS	Social Networking Services
TOEFL	Test of English as a Foreign Language
UNDP	United Nations Development Programme
YLP	Young Leader's Program

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

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

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid project 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 and Ph.D. degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks”. The project has accepted 3,970 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2017.

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. Furthermore, Pakistan and East Timor are scheduled to be added as well as Bhutan. 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 2012⁴.

⁴ 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).

Table 1: Number of JDS Fellows Dispatched (2000 - 2017)

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	15	310
2. Laos	20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	20	374
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	30	398
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	24	508
5. Mongolia			20	20	20	19	20	20	20	18	18	16	18	18	18	18	18	30	311
6. Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	20	318
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	44	457
8. China				42	43	41	43	47	47	48	45	39	35	-	-	-	-	-	430
9. Philippines				19	20	20	25	25	25	20	20	20	20	20	20	20	20	20	319
10. Indonesia				30	30	30	30	-	-	-	-	-	-	-	-	-	-	-	120
11. Kyrgyz								20	20	18	14	14	14	15	15	15	15	15	175
12. Tajikistan										3	5	5	5	5	5	5	5	7	45
13. Sri Lanka											15	15	15	15	15	15	15	15	120
14. Ghana													5	5	5	10	10	10	45
15. Nepal																	20	20	40
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	246	250	3,970

At first, intake plans for the various academic fields were made each year and human resources from both public and private sectors were accepted. Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, the target of the project is limited to government officers who are involved in the planning and implementation of policy in development issues. The 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.

1-1-2. Challenges of the JDS Project

Subsequently, in the basic research project “Factor Analysis concerning the Result of the JDS Projects” (hereinafter referred to as the “JDS basic research”)⁵ conducted by JICA in FY 2014, the results and factors of the JDS project in the 11⁶ target countries 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

⁵ International Development Center of Japan, Study and Factor Analysis on the Achievement of the Human Resource Development Support (JDS): basic research report, June 2015

⁶ Ghana was not included in the survey since the 1st batch fellows just returned to their country.

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 human resources with good understanding on Japan and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the doctoral 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.

Strategic Reinforcement of the JDS Project and Further Initiatives

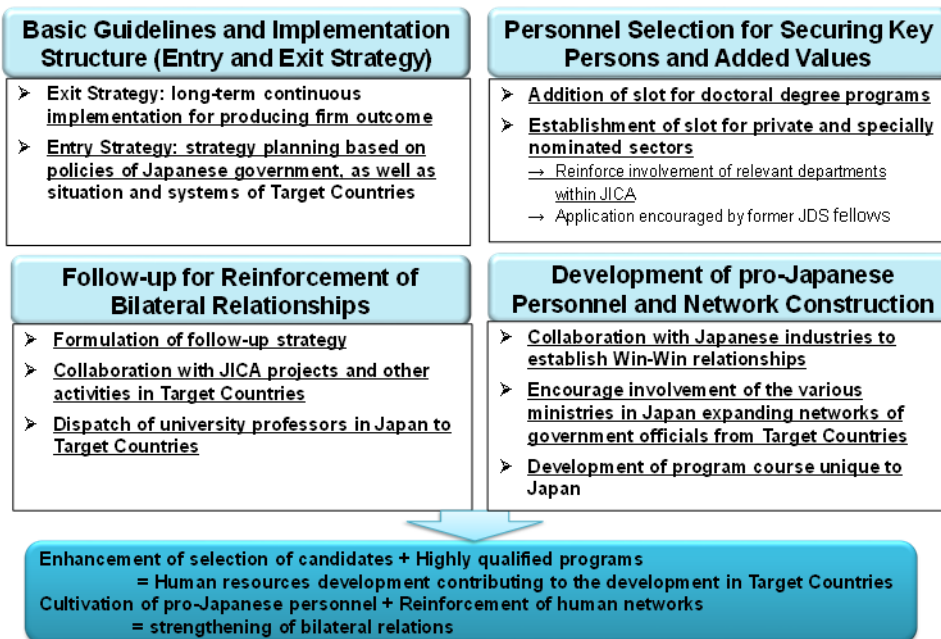


Figure 1: Recommendations from JICA Basic Research (source: JICA)

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

(1) Socio-Economic Situation⁷

The Islamic Republic of Pakistan (hereinafter referred to as “Pakistan”) became independent in 1947 from the British Raj. At that time, it was a Muslim-dominant country consisting of West Pakistan and East Pakistan (today Bangladesh). Located in South Asia, Pakistan has the land area of 800,000 km², which is almost twice the size of Japan. Pakistan shares borders with India in the east, People’s Republic of China in the northeast, Afghanistan in the northwest, and Iran in the west, and faces the Indian Ocean in the south.

Pakistan Economic Outlook
GDP: 227.7 billion USD (2016, World Bank)
GNI per capita: 1,640 USD
(Pakistan Economic White Paper 2016/2017)
GDP growth: 5.79%
(Pakistan Economic White Paper 2016/2017)
Major Industry: Agriculture, Textile Industry
(Source: Ministry of Foreign Affairs of Japan)

Its population is approximately 200 million, ethnically comprising Punjabis, Sindhis, Pashtuns, Balochi, etc. Its national religion is Islam, and in addition to Muslims, it comprises Hindus, Christians, and other minority groups.

In addition to Urdu (national language) and English (official language), Indo-Aryan languages (such as Punjabi, Sindhi, and Kashmiri), Iranian languages (such as Pashto and Balochi), and Dravidian languages (such as Brahui) are used in Pakistan.

Pakistan is a federal country consisting of Islamabad capital territory, Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa provinces, Federally Administered Tribal Areas (FATA), and Azad Kashmir.

The head of country is the President, who is elected by indirect election by members of the Senate and the National Assembly and the members of the provincial assemblies. All the president’s authority is made based on advice from the Prime Minister.

As for the recent political trend, the National Assembly (the lower house of Pakistan) was dissolved in the completion of the term in March 2013. It was the first time in the history of Pakistani constitutional government that the civilian government fulfilled its term. Pakistan Muslim League-Nawaz (PML-N) won the general election held on May 11 of the same year, and Nawaz Sharif, the party leader of PML-N became the prime minister on June 5. Upon the resignation of Sharif on July 28, 2017, Shahid Khaqan Abbasi, who was the former Minister for Petroleum and National Resources, became the prime minister on August 1, 2017.

This year, 2018, is the fifth year since the last general election, and so the cabinet is going to be dissolved in the end of May and a general election will be held.

⁷ Ministry of Foreign Affairs of Japan website: <http://www.mofa.go.jp/mofaj/area/pakistan/data.html>

As for foreign relations, Pakistan, which shares borders with India, China, Afghanistan, and Iran, has been traditionally an important military strategic location for not only the neighboring countries but also the UK, the US, and other major countries. At the same time, Pakistan has strengthened cooperation with China in order to counteract India, with which it has a tense relationship over Kashmir.

China has been the largest investor in Pakistan since FY2013. Investments from China reached 1,185.6 million dollars in FY2016, accounting for 85% of the total investments in Pakistan⁸. Under the One Belt One Road Initiative, China has assumedly invested 46 billion dollars for the construction of the China–Pakistan Economic Corridor (CPEC)⁹. In Gwadar, a port town in southwestern Balochistan that will link to the CPEC, the construction of a port, a special economic zone, and an international airport has been underway by China’s ODA. Upon its completion, the access to the Arabian Peninsula and the African continent will become remarkably easier through the Gulf of Oman.

To counteract this plan, in January 2018, Chabahar Port in southeastern Iran, located approximately 150 km west from Iran’s border with Pakistan, was open with a financial aid from India. The port enables India to access Afghanistan and central Asia via Iran without passing through Pakistan. The rivalry over the logistic supremacy in the region will possibly become more severe in the future.

As for the economy, the breakdown of contribution to Pakistan GDP is as follows: service industry 59.6%, manufacturing 20.9%, and agriculture 19.5%¹⁰. Among the service segment, retails and wholesales is the largest (18.5%), followed by logistics (13.3%). In Pakistan, household income has been steadily increasing and domestic consumption has been led by personal consumption⁹. In May 2017, MSCI¹² upgraded the Pakistan Stock Exchange as an emerging market from a frontier market status, which was big news.

The Government of Pakistan aims to achieve an economic growth of 6.0% in FY2018 by anticipating the expansion of domestic demand and infrastructure investment related to CPEC. However, there are still uncertain factors in trade; import has been increasing every year, whereas export has been decreasing. As a result, trade deficit has been increasing since 2009. In FY2016, the total amount of imports was 50 billion dollars while the total amount of exports was 20.53 billion dollars. The textile industry (clothes including fiber, fabrics, shoes, and accessories) is the only export industry in Pakistan, sharing almost 75% of the total exports¹³. Its major export

⁸ <http://boi.gov.pk/ForeignInvestmentPakistan.aspx>

⁹ A comprehensive development plan including transportation and power infrastructure of approximately 3,000 km from Gwadar Port in the southern part of Pakistan and to Kashgar in Xushui Autonomous Region of China.

¹⁰ Pakistan Bureau of Statistics, Sectoral Shares in GDP (at constant basic prices)

⁹ JETRO Trade Broadcast, June 10, 2015

¹² Generic name of the stock price index calculated and released by MSCI Inc. in the US (the name of the global stock price index)

¹³ UN Comtrade website: <https://comtrade.un.org/data>

partners are the US, China, UAE.

(2) Situation of Higher Education¹⁴

Pakistan adopts the same education system as North India. School providing the first five years of primary schooling is generally called primary school, and school providing the subsequent three years of schooling is called middle school. School covering grade 9 and 10 is called secondary school or senior high school, and school covering grade 11 and 12 is called higher secondary school or college.

Upon completion of grade 10, students take an examination called “Matriculation” or “Matric” in short. Companies often consider this as the minimum academic requirement for regular employment. For entry into university upon completion of grade 12 in order to obtain a degree, students are required to achieve excellent results in the examination for the High Secondary School Certificate (HSC). This examination is commonly called “Intermediate”.

Students who have earned HSC are eligible to enter universities. According to the 2014–2015 statistical data, a total of approximately 1.3 million students enter universities in a year. The breakdown is as follows—933,000 students to obtain a bachelor’s degree; 343,000 students to obtain a master’s degree, and 23,000 students to obtain a doctoral degree. The male/female ratio is 55:45¹⁵. In Pakistan, the rate of students going to university is less than 10%¹⁶. Only a limited number of people can afford to join a university; they are the so-called elite.

Higher education institutions consist of public and private universities. According to the 2015 university rankings released by the Higher Education Commission, private universities such as the Aga Khan University are on the top 10 list¹⁷ in addition to Quaid-i-Azam University and other public universities. This result shows that private universities are also popular among students. The years of schooling at undergraduate programs are 3–5 years depending on the department. Therefore, in some cases, they are less than 16 years, which does not meet the years of schooling required for admission to graduate courses in the US and Europe.

At schools in Pakistan, English education starts in grade 1 of the primary schools. Since English is an official language in Pakistan, it is commonly used by the government officials, business people, and intellectuals. Therefore, people in Pakistan assume that they should start learning English early. The Central Superior Services (CSS) examination held by Federal Public Service Commission (FPSC) is also conducted in English.

¹⁴ Summarized the information on Takashi Kurosaki, Features and challenges of Pakistan’s educational system, 2013 and Akashi Shoten, 60 chapters to know Pakistan, 2011.

¹⁵ Higher education commission website: <http://www.hec.gov.pk/english/universities/Pages/test-page.aspx>

¹⁶ UNESCO website: <http://uis.unesco.org/sites/default/files/documents/higher-education-in-asia-expanding-out-expanding-up-2014-en.pdf>

¹⁷ University ranking on Higher education commission website: [http://www.hec.gov.pk/english/universities/Documents/Ranking_Doc%20\(2015\).pdf](http://www.hec.gov.pk/english/universities/Documents/Ranking_Doc%20(2015).pdf)

1-1-4. Development Plan of Pakistan

Pakistan Vision 2025 was drafted by the Ministry of Planning, Development and Reform in 2013 and was officially approved by the government in the following year. It sets the seven pillars to achieve by 2025. At the same time, the 11th Five Year Plan 2013–2018¹⁸ was also formulated by incorporating the Sustainable Development Goals (SDGs) as the action plan to implement them.

Vision 2025 is the long-term national development policy of Pakistan. In this policy, Pakistan declares to be joining the upper middle income countries by 2025 and sets 25 goals. For achieving these goals, 5 pre-requisites are proposed as 'key enablers', 1) Shared vision, 2) Political Stability and continuity of policies, 3) Peace and security, 4) Rule of laws, and 5) Social justice¹⁹.

11th Five Year Plan 2013-18

- (1) Putting people first: Developing human and social capital
- (2) Achieving sustained, indigenous, and inclusive growth
- (3) Democratic governance, institutional reform and modernization of the public sector
- (4) Energy, water and food security
- (5) Private sector and entrepreneurship-led growth
- (6) Developing a competitive knowledge economy through value-addition
- (7) Modernizing transportation infrastructure and greater regional connectivity

In 2015, the Strategic Trade Policy Framework 2015–2018 was released, under which, Pakistan aims to increase its exports to 35 billion dollars by March 2018 through strengthening of export competitiveness, conversion from material-oriented exports to efficiency/renovation-oriented exports, increase of interregional trade, etc.

As for the education, the National Education Policy 2017–2025 was formulated by revising the National Education Policy 2009. The new policy focuses on raising literacy rate; allocation of 4% of GDP to education is effective from FY2018²¹; universalization of primary education to admit all children, including those with disabilities, in accordance with the global standard; fulfillment of vocational education, including establishment of trade schools; increase of the enrollment rate in higher education to 15%; establishment of more schools; strengthening of the research and development system in the growing industries; contribution to the knowledge economy, etc..

1-2. Background and Overview of the Grant Aid

Pakistan'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

¹⁸ Ministry of Planning Development & Reform website: <http://pc.gov.pk/web/yearplan>

¹⁹ Mitsubishi Research Institute, Inc., Pakistan Country-Specific Evaluation (Third Party Evaluation) Report, February 2015.

²¹ 2.14% in FY2013-2014.

development issue to be addressed, and the challenge is to improve administrative capabilities and establish structures for every development issue.

Japan's Country Development Cooperation Policy to Pakistan (February 2018) sets "improvement of economic infrastructure", "ensuring human security and improvement of social infrastructure", and "consolidating peace and stability" as focus areas. In addition, JICA Country Analysis Paper (JCAP) for Pakistan indicates that it is important to achieve diversification and high-value addition of industry for developing infrastructure to enable social stability and for using the Japanese human resources effectively. JDS is consistent with the policy and analysis.

Based on the above background, a request was made for the acceptance plan for the 4 batches of the project from FY 2018 from the Government of Pakistan 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. Civil Servants' Career Path and the Status of Human Resources Development

(1) Administrative System of Pakistan²²

Pakistan is a federation made up of four provinces, the Islamabad Capital Territory, and the Federally Administered Tribal Areas. Devolution is under way in the relationship between the federation and the provinces, as the Eighteenth Amendment to the Constitution of Pakistan in 2010 made all matters other than national defense, diplomatic relations, currency and so on as listed in the Constitution as being under the jurisdiction of the provinces.

The head of country is the President, but all the President's authority is made based on advice from the Prime Minister, so he has no actual authority, and his role is symbolic and ceremonial. The current federal government is headed by the Prime Minister, with a Cabinet and 33 ministries (Figure 2). Since the appointment of Prime Minister Shahid Khaqan Abbasi in August 2017, ministries have been reorganized, including splitting up the Ministry of Water and Power, for example. Regional administration is divided into the four provinces, the Islamabad Capital Territory, and the Federally Administered Tribal Areas mentioned in "1-1-3. Status of Social Economy and Higher Education" under which are more than 140 districts.

The Establishment Division of the Cabinet Secretariat and the Economic Affairs Divisions of the Ministry of Finance, Revenue and Economic Affairs (hereinafter referred to as "EAD"), which are the Pakistani stakeholders in the JDS project, are positioned as follows within the Cabinet Secretariat and the Ministry of Finance, Revenue and Economic Affairs, respectively (Figures 3 and 4). The Establishment Division and the EAD are key divisions within the Cabinet Secretariat and the Ministry of Finance, Revenue and Economic Affairs, respectively.

²² Japan Chamber of Commerce in Karachi (editor), JETRO (Publisher), Guidebook for Politics, Economics and Industry of Pakistan, 2014

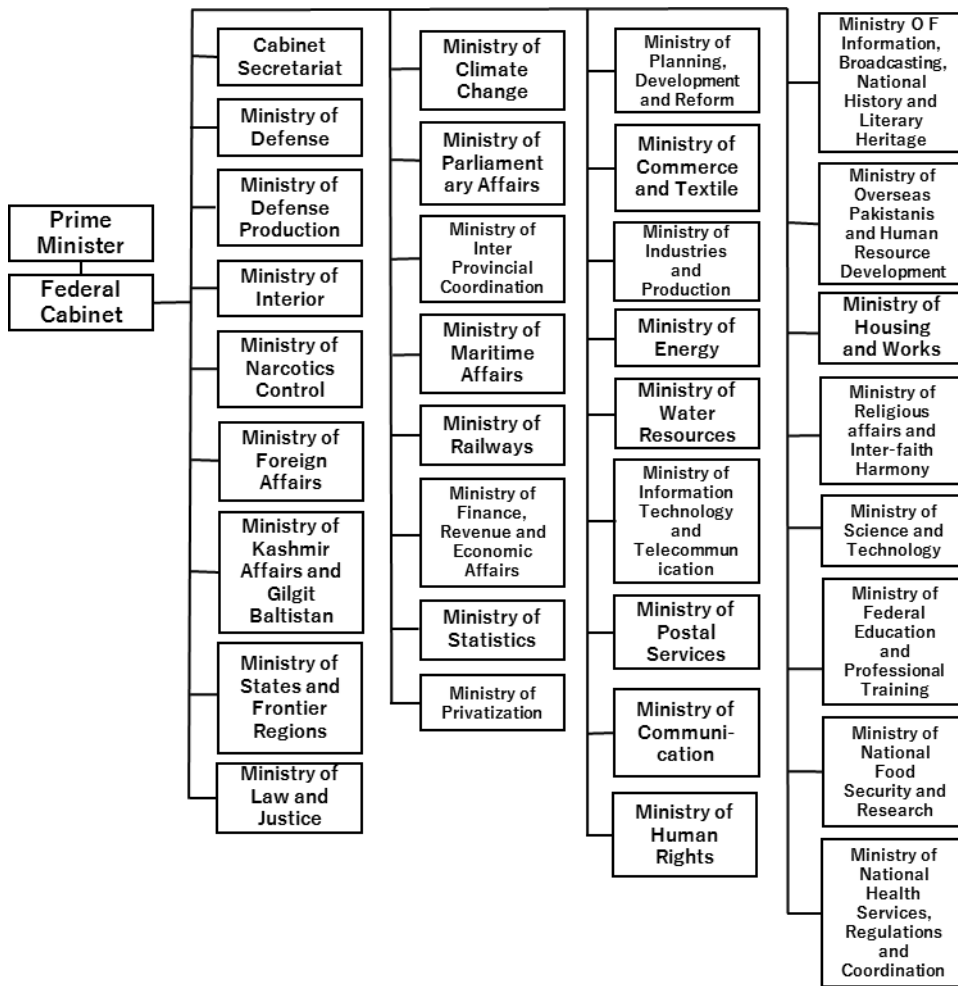


Figure 2: Organization of the Pakistani Government²³

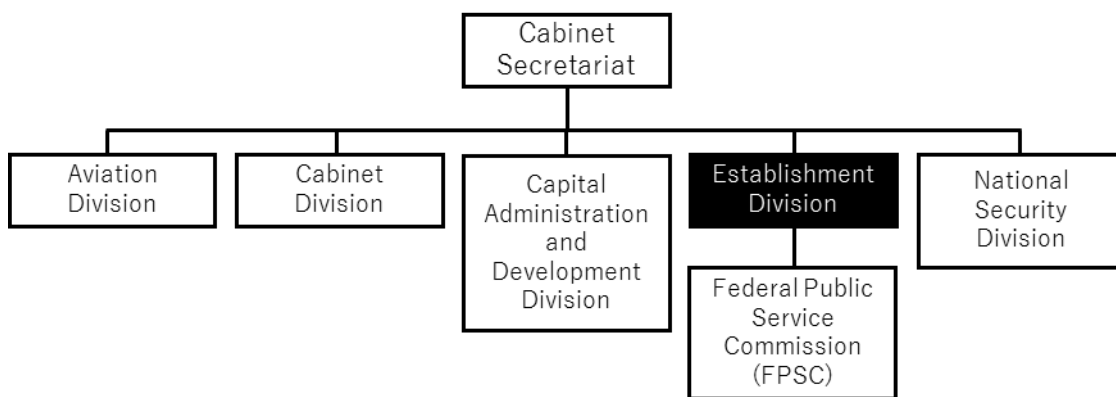


Figure 3: Establishment Division

²³ Assembled information on the Government of Pakistan official website: http://pakistan.gov.pk/ministries_divisions.html

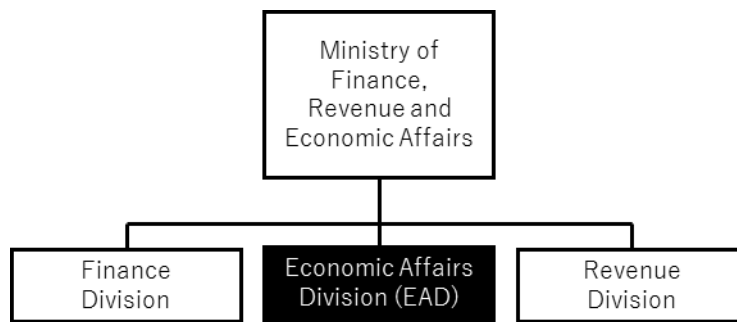


Figure 4: Economic Affairs Division (EAD)

(2) Civil Servant System²⁴

The civil servant system in Pakistan was established with the Civil Servants Act of 1973, and civil servants in Pakistan are split between federal civil servants and provincial civil servants. Federal civil servants are assigned pay grades (BPS: Basic Pay Scale) from 1 to 22, and, broadly speaking, they are divided into two grades: All Pakistan Unified Grades (BPS 17 to 22), Federal Unified Grades (other posts, BPS 1 to 16). Civil servants of BPS 17 and above are called “officers”.

In addition, civil servants with BPS 17 and above are categorized into CSS²⁵/Cadre, and technical officers known as technocrats (Ex-Cadre) and Economist Cadres, etc. Civil servants of BPS 16 or lower²⁶ are responsible for supportive works. The JDS Project is designed to provide human resources training that focuses on federal civil servants of BPS 17 and higher²⁷.

Federal civil servants are classified into 14 occupational groups, including Pakistan Administrative Service (PAS), Police Service of Pakistan, and Economists and Planners Group. According to data collected in 2014 by the Establishment Division, there are about 230,000 federal civil servants, of which officers are about 12,000, accounting for about 5% of all federal civil servants, making them the elite.

There are also provincial civil servants in each province. These provincial civil servants are hired as civil servants by the individual provinces.

(3) Employment of Civil Servants

Employment of the officers who are the elite group that forms the nucleus of Pakistan’s bureaucracy is based on the Central Superior Services (CSS) Exam run by the Federal Public Service Commission (FPSC) once a year. Applicants must be aged between 21 and 30, and have a bachelor’s degree. Applicants can take the exam up to three times. Actual number of

²⁴ Assembled information on Estacode (Civil Servant Regulations defined by the government of Pakistan), Rules of Business 1973, and the results of the interview with civil servants.

²⁵ CSS: Central Superior Services

²⁶ BPS 16 may be concerned as preparation for proceeding to BPS 17 and above.

²⁷ Officers of BPS 17 and above is also targeted by KOICA Scholarship Program.

employment involves geographical allocation. The CSS exam for officers is known as very difficult one to pass, with more than five applicants for every position. Successful candidates are assigned to the job/ministry of their choice in priority order of exam results.

Officers are divided into 14 occupational groups²⁸, of which the most popular is the Pakistan Administrative Service (PAS). Those who pass the CSS exam are assigned to the occupational group of their choice in priority order of their exam results, given one year of training, and then appointed to their posts following a probation period of two years.

(4) Career Path, Promotion

Promotions for officers are determined based on (1) recommendation from the Central Selection Board for promotion to Deputy Secretary and above, or (2) recommendation from the Promotions Committee of each ministry for promotion to Under Secretary. Judgment standards for promotion are (1) work evaluations, and (2) the number of working years required for each grade. The work experience required for promotion is shown in the table below (Table 2). Experience of studying abroad, or master's degree/doctoral degree are generally said to be beneficial when promotions are considered. It is said that promotion to Joint Secretary (BPS 20) requires a master's degree (economics, finance, public policy, etc.) and the candidate should be under 50 years old.

In Pakistan, administrative officials are broadly divided into six levels, as shown in the table below. The top of the bureaucrat is the secretary.

Table 2. Promotion System of Civil Servant in Pakistan

Position	Grade	Required Working Experience for Promotion	Required Degree for Promotion
Secretary	BPS 22		
Additional Secretary	BPS 21	5 years work experience at BPS 20	
Joint Secretary	BPS 20	5 years work experience at BPS 19	Master's degree (Economics, Finance, Public Policy etc.)
Deputy Secretary	BPS 19	7 years work experience at BPS 18	
Under Secretary	BPS 18	5 years work experience at BPS 17	
Section Officer	BPS 17	Competitive Examination	Bachelor's degree

Among officers those who are in the Generalist category are frequently transferred not only among central government ministries but also to provincial governments, public corporations, and so on, as the position of supervisor. Transfers of officers are generally done based on their specialty, and transfers of officers are rarely done out of their specialty. Also many cases are seen that young officers are appointed as District Coordination Officer, who is the administrative head of the district administration and the position right below the District Nazim.

²⁸ Audit and account group, Trade and commerce group, Foreign service group, Inland revenue service group, Office management and secretariat group, Pakistan Administration Service (PAS) etc.

The Establishment Division, which formulates policies for federal civil servants, is responsible for the human resources, promotion, and transfer of the following four occupational groups of officers.

- Office Management Group (OMG): Grade 17 and 18
- Secretariat Group²⁹: Grade 19-22
- Pakistan Administrative Service (PAS):
- Police Service of Pakistan

In addition, for the Foreign Service, the Ministry of Foreign Affairs is responsible for human resource, promotions, etc., while for the Military Lands and Cantonment Group, the Railways Group and so on, their own ministries and agencies are responsible for that, respectively. These officers are seldom transferred to other ministries or agencies, with the exception of those who wish to be.

Table3: Occupational Group and Ministries of Pakistan

Name of the Occupational Group	Ministry/Division Concerned
1. Foreign Service of Pakistan	Ministry of Foreign Affairs
2. Pakistan Audit and Accounts Service	Auditor General / Ministry of Finance, Revenue and Economic Affairs
3. Inland Revenue Service of Pakistan	Ministry of Finance, Revenue and Economic Affairs
4. Pakistan Customs Service	Ministry of Finance, Revenue and Economic Affairs
5. Commerce and Trade Group	Ministry of Commerce and Textile
6. Information Group	Ministry of Information, Broadcasting, National History and Literary Heritage
7. Secretariat Group	Establishment Division
8. Postal Group	Ministry of Postal Service
9. Military Lands and Cantonment Group	Ministry of Defense
10. Railways (Commercial and Transportation) Group	Railways Division
11. Pakistan Administrative Service (PAS)	Establishment Division
12. Police Service of Pakistan	Establishment Division
13. Office Management Group (OMG)	Establishment Division
14. Economists and Planners Group	Ministry of Planning, Development and Reform

²⁹ “Secretariat Group” means OMG officers who are promoted to BPS 19 and above.

The Economists and Planners Group, known as the Economist Cadre³⁰, are hired not through the CSS exam but through the employment exams which is held by the FPSC upon request by the Ministry of Planning Development and Reform (hereinafter referred to as “MPDR”). In addition, as economists are dispatched from the MPDR to any ministry or agency that needs an economist, they do not necessarily work until retirement at the MPDR. Ex-Cadre officers are hired through the employment exams which is held by the FPSC upon request by each ministry. Economist Cadre officers and Ex-Cadre officers can both be promoted to BPS 22, which is the top level for administrative officers.

Civil servants in Pakistan may, if they wish, work in organizations other than their assigned one for up to three years. This is called “Deportation”. They can work at organizations within the government, overseas embassies or consulates, international organizations, and so on.

(5) Human Resource Development System

The main training organizations for officers include the Civil Services Academy, the Pakistan Administrative Staff College, the National Institute of Public Administration, and the National Defense College. The main training courses are (1) an eight-month initial training followed by one to two years of specialist training, (2) in-service training, and (3) senior officers training for those at Joint Secretary level and above.

In civil servant training, the Foreign Training Committee (FTC) is comprised of representatives from the EAD and the Establishment Division, which is responsible for training, and selects trainees. The Planning & Development Department, which is the training liaison office within the government, is handling all trainee applications. Candidates’ lists for training or study abroad from each organization are sent to the Planning & Development Department, and only the candidates who are recommended by the department are proceed to the selection by the FTC via EAD. Short-listed candidates selected by the FTC normally proceed to the selection by each donor, and the donor then selects the successful candidates³¹.

For those successful candidates who have passed through this selection process, “Non Objection Letter” is issued from the Planning & Development Department. Without this letter, they will not be able to travel overseas.

Moreover, trainees must sign an “Assurance Bond” (written pledge) issued by the EAD before undergoing training or study abroad, which is a pledge to be reinstated to their government work upon their return from the training/study abroad. This Bond includes stipulations that the

³⁰ According to Ministry of Planning and Development, Reform, the number of the Economists is approximately 70 in the grade of BPS 17-22. Head of the Economist Cadre is “Chief Economist”.

³¹ There are some cases where selection is not held through the FTC, such as the KOICA scholarship program or the Australian government scholarship program. In the JDS project, the Establishment Division and the EAD are involved in the selection of the fellows as members of the Operating Committee, therefore the Pakistan side considers the Operating Committee to be the equivalent of the FTC.

scholarship must be returned if fellows broke the bond. In addition, 100% of their salary is guaranteed to pay during their studying abroad, so this salary would also have to be returned.

Civil servants have a training and probation period of two to three years after entering their ministry. The EAD explained that while there is no rule that study abroad will not be permitted without completing a fixed period rule of working years, permission was generally only given after three years working as a civil servant.

The Higher Education Commission is also acting as liaison office for study abroad and there are numerous civil servants studying abroad using its scholarship programs. However, in general, these scholarships are usually targeted at university faculty members and other people involved in education.

(6) Gender Consideration

Pakistan ratified the Convention on Elimination of all Forms of Discrimination Against Women (CEDAW) in April 1996. As part of the devolution based on the Eighteenth Amendment to the Constitution of Pakistan, the Ministry of Women Development was abolished in July 2011 and its roles and authority devolved to the Women's Development Bureaus of each provincial government. In Pakistan, the three organizations of the Women's Development Bureaus in each provincial government, the National Commission on the Status of Women, and the Provincial Commission on Status of Women play the role of the national machinery (the organizations responsible for improving the status of women). In addition, political measures for women's empowerment are being enacted and enforced in the provinces of Punjab and Sindh based on the National Policy for Development and Empowerment of Women (NPDEW) enacted in 2002.

The gender gap in Pakistan places the country 143rd out of 144 in the 2016 Global Gender Gap Index. Women's labour force participation rate is low in Pakistan, at about 22%³². Many women in urban areas often work at schools or government agencies, but overall, women make up only about 4% of federal civil servants in total.

According to statistical data³³ from the government of Pakistan related to civil servants, the ratio of women at the Section Officer level and above is about 12%, and the ratio for officers above the Section Officer tends to be higher than the ratio for female civil servants overall. Federal government policy is aimed at boosting the ratio of women at the Section Officer level and above to at least 10%, as well as ensuring at least 10% of those who pass the CSS exam for each occupational group are also women. Pakistan's Gender Reform Action Plan (GRAP) shows the results of attempts to increase the ratio of women to at least 10%.

³² Statistics Division of Pakistan website: <http://www.pbs.gov.pk/content/labour-force-survey-2014-15-annual-report>

³³ Establishment Division website: <http://www.establishment.gov.pk/pubDetails.aspx>

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

1-4-1. Trends of the Japan's ODA

Japan started economic cooperation with Pakistan in 1954, and over many years the two countries have built up a good bilateral relationship. In 2009, to show the unified support of the international community for Pakistan's efforts in dealing with economic reform and combating terrorism, a Pakistan Donors Conference and Friends of Democratic Pakistan Group Ministerial Meeting was held in Tokyo with the participation of donors and friendly nations, the support of USD 1 billion was announced. Later, in 2011 the former President Asif Ali Zardari visited Japan signed the Joint Statement on Japan-Pakistan Comprehensive Partnership; in 2013 and 2016 the Prime Minister Shinzo Abe and the former Prime Minister Nawaz Sharif met for summit conferences two times while they attended the United Nations General Assembly; and in January 2018 the Foreign Minister Taro Kono visited Pakistan. These were all realized through Japan's long history of economic support for Pakistan, which forms the foundation to the good bilateral relations of two countries.

In addition, while Japan provides assistance to Pakistan through its bilateral framework, Japan is also an active participant in supporting through international frameworks. For example, to support free and fair elections in the Pakistan general election scheduled for 2018, and contribute to democracy taking root in the country, in November 2017 a memorandum was exchanged between Japan and the United Nations Development Programme (UNDP) to provide JPY639 million as a grant aid, "Project for Electoral Assistance"³⁴. Looking at changes in aid expenditures from major donors over recent years, Japan ranks 3rd in terms of total disbursement (Figure 5). Other than the member nations of the OECD Development Assistance Committee (DAC), China and Saudi Arabia also provide large-scale economic assistance³⁵.

³⁴ Ministry of Foreign Affairs of Japan website: http://www.mofa.go.jp/mofaj/press/release/press4_005315.html

³⁵ Mitsubishi Research Institute, Inc., Pakistan Country-Specific Evaluation (Third Party Evaluation) Report, February 2015.

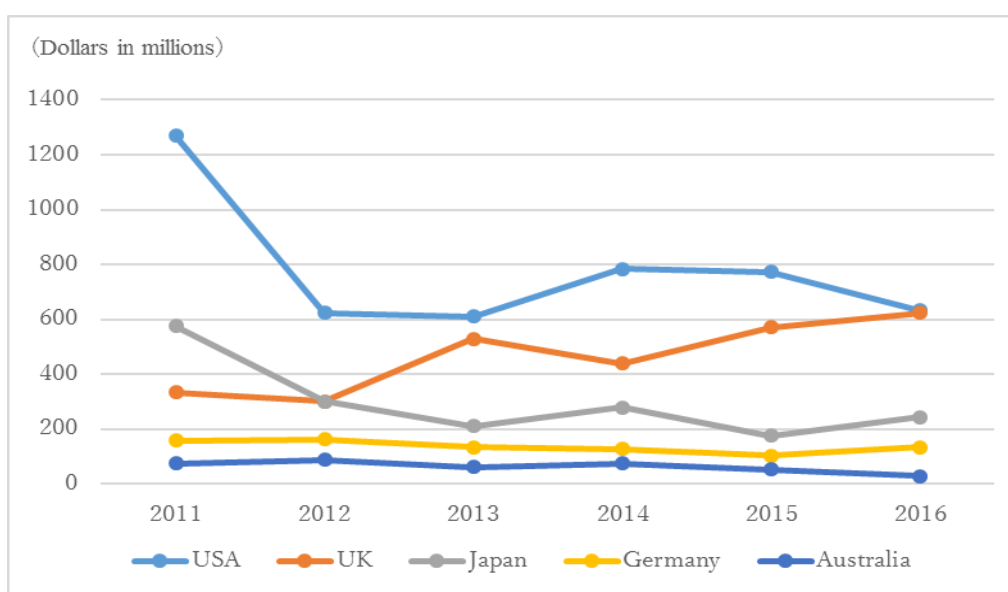


Figure 5: Disbursement by Major Donors to Pakistan³⁶ (Based on Total Disbursement)

The country development cooperation policy for Pakistan formulated in February 2018 set forth the overall goal as “Building a stable and sustainable society through economic growth” and focused on “Improvement of economic infrastructure”, “Ensuring human security and improvement of social infrastructure” and “Consolidating peace and stability” (see Table 4).

Table 4: Country Development Cooperation Policy for Pakistan

Basic Assistance Policy	Priority Area	Development Issue
Building a Stable and Sustainable Society through Expanding a Vibrant Middle Class	Improvement of Economic Infrastructure	Development and Improvement of Economic Infrastructure in Power Sector
		Ensuring Economic Stability and Promoting Diversification of Industries
	Ensuring Human Security and Improvement of Social Infrastructure	Enhancement Disaster Management System Provision of Safe Water and Improvement of Sanitation Securing Primary Health Care Service Agriculture and Rural Development Improvement of Quality and Access of Education Gender Equality
		Consolidating Peace and Stability

³⁶ Assembled information on OECD Query Wizard for International Development Statistics (QWIDS - Query Wizard for International Development Statistics) (Reference as of March 28, 2018)

JICA's project for human resources training, which was targeted at higher education in Pakistan through the Project on Country Training and Provision of Equipment for Balochistan University of Information Technology, Engineering and Management Sciences (BUIITEMS) implemented from April 2014 to March 2017 with the cooperation of Akita University³⁷. In this project, support was provided for improving the quality of education and strengthening job-hunting support in the three departments at BUIITEMS: Department of Mining Engineering; Department of Civil Engineering; and Department of Petroleum and Gas Engineering to improve the lack of equipment and capacity of faculty staff at this university, located near the border with Afghanistan.

In addition, as support for strengthening Pakistan's disaster management systems at a national level, JICA implemented the Project for Capacity Development of Disaster Management and Survey for Formulating a Basic Plan in order to study the necessity and possibility of constructing a personnel training system for disaster management organizations. In this survey, conducted in 2014, disaster management systems were surveyed at not just the federal level, but the provincial and district levels as well; strengthening disaster management functions was positioned as one of the most important issues; and policies were proposed for strengthening capacity development of disaster management, with a focus on the National Institute of Disaster Management (NIDM)³⁸. These proposals were accepted, and the project is currently on-going over the cooperation period from August 2016 to February 2020³⁹.

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

As of May 2017, 267,042 international students (government-sponsored and privately-financed) are receiving education in Japan⁴⁰. Looking at the number of international students by region of origin, students from Asian region account for 93.3%. As for the number of international students by nationality, Japan has received 339 students from Pakistan. The number of Pakistani students studying in Japan with privately financed have increased year by year. It increased more than three times in 10 years, there were 79 students in 2008, and 272 students in 2017.

Many students hope to study in Japan since Pakistan is traditionally a country with good understanding on Japan.

³⁷ JICA Knowledge Site: <https://www.jica.go.jp/oda/project/1200409/index.html>

³⁸ "The project for national disaster management plan in the Islamic Republic of Pakistan", report of the survey for formulating basic plan, JICA Pakistan Office, March 2015.

³⁹ JICA Knowledge Site:

<http://gwwweb.jica.go.jp/km/ProjectView.nsf/11964ab4b26187f649256bf300087d03/ad0efe6c0ba145cc49257e5e0079e013?OpenDocument>

⁴⁰ JASSO, "Result of an Annual Survey of International Students in Japan 2017", 2017

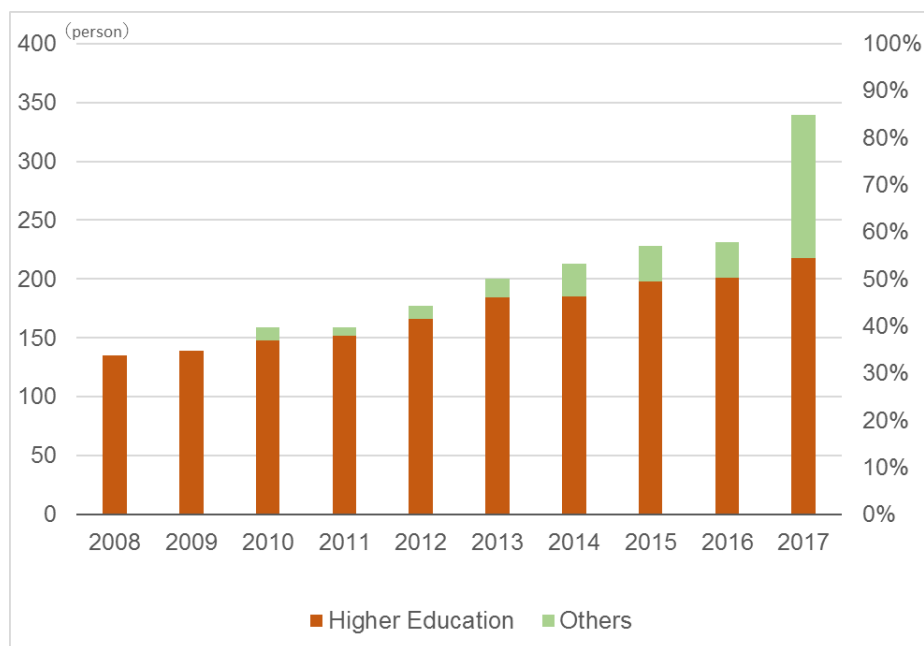


Figure 6: The Number of Students from Pakistan

Mainly five organizations operate programs for Pakistani 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 5 describes the outlines of these programs.

Table 5: 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 Doctoral) Program	To support outstanding researchers from Asian and African nations in obtaining doctoral 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 doctoral 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 counterparts to JICA projects in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
	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 abroad, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

(1) The Japanese Government (Monbukagakusho: MEXT) Scholarship

Japanese-government-sponsored scholarship programs for international students including Pakistan started in 1954. Young Leaders Program (YLP) and Research Student are scholarship programs of graduate school same as JDS. From 2008 till 2017, 134 students in master's programs and 406 students in doctoral programs in total were accepted.

According to the Embassy of Japan in Pakistan, almost all The Japanese Government (Monbukagakusho) Scholarship students from Pakistan are private citizens, with very few civil servants. On the other hand, YLP accepts only civil servants as its aim is civil servants capacity-building.

Table 6: 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) Study Abroad Scheme under ODA

The study abroad scheme under ODA has produced results in accepting long-term trainees through JICA technical cooperation, and 36 students were accepted from Pakistan as long-term trainees, students in master's programs until April 2018 in the field of flood control measures, earthquake, statistics, development of SME, development, etc.

(3) Local Alumni Association Activities

Some local alumni association in Pakistan such as MEXT Scholarship Alumni Association of Pakistan (MAAP), AOTS/ABK Alumni Association Lahore Center, JICA Alumni Association of Pakistan (JAAP) and Okayama University International Alumni Association were established and they are active.

i) JICA Alumni Association of Pakistan (JAAP)

- Established in 1989. Those who have completed JICA training are registered as Lifetime Members. Currently there are about 2,000 members. Dues are only 2,000 Pakistan Rupees as an entrance fee. 95% of members are government employees.

- Purpose of activities, roles, responsibilities, holding general meetings, etc. are stipulated in the bylaws, and notices of change need to be submitted for any changes.

- There are four main base of activity: Central (Islamabad), Balochistan, Punjab, and Sindh. At present, they have plans to establish new bases in FATA, Kashmir, and Gilgit-Baltistan.

- The executive committee is made up of five executive officers and four representatives from each base. Executive officers are chosen through election, and serve a five-year term. The general meeting is held annually. The executive committee meeting is held three or four times a year.

- JAAP's activities (three main activity pillars)

- 1) Introducing Japanese culture: holding events for origami, ikebana, etc.
- 2) Holding seminars on the environment, health, education, support for the disabled, industry-related topics, and so on.
- 3) Providing pre-departure briefings for Pakistanis going to train or study in Japan.

ii) MEXT Scholarship Alumni Association of Pakistan (MAAP)⁴¹

- Established in 1996. Comprised of people who studied in Japan, the association currently has 120 registered members. The association hold an annual meetings, there the association's activities are discussed and determined.

- As there are a lot of members registered in Lahore, the association's meetings are often held there.

- MAAP's activities

- 1) Annual general meeting
- 2) Issuing newsletters
- 3) Operating a website
- 4) Supporting and co-organizing cultural projects organized by the Embassy
- 5) Support for implementing the Japanese-Language Proficiency Exam
- 6) Support for implementing selection of the scholarship students

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

The amount of trade between Japan and Pakistan in 2015 was approximately 236 million dollars, with imports to Japan from Pakistan accounting for approximately 1.842 billion dollars, meaning that Japan has a significant export surplus. The major items imported from Pakistan to Japan are organic compounds, textile thread, textile products and non-ferrous metal, while the major exports from Japan to Pakistan are automobiles and auto parts, general machinery, and steel. Direct investment from Japan is a cumulative total of 71.1 million dollars⁴².

⁴¹ MAAP official website: <http://maap.edu.pk/AboutUs.aspx>

⁴² Ministry of Foreign Affairs of Japan official website: <http://www.mofa.go.jp/mofaj/area/pakistan/data.html#section4> (Reference on March 28, 2018)

According to a survey conducted by JETRO Karachi Office, the number of Japanese companies that have offices in Pakistan is currently 83 mainly consist of manufacturing industries and relatively many joint ventures.

Manufacturing industries such as Suzuki Motor Corporation, Toyota Motor Corporation, Honda Motor Co., Ltd., Hino Motors Ltd., Yamaha Motor Co., Ltd., Denso Corporation and non-manufacturing industries such as Mitsubishi Corporation, Mitsui & Co., Sumitomo Corporation, Itochu Corporation, Marubeni Corporation, Toyota Tsusho Corporation, Sojitz Corporation, Honda Trading Corporation and Mitsubishi UFJ Bank are operating their local offices in Pakistan. Islamabad, the capital city of Pakistan, is the center of public administration, while Karachi is the commercial center of Pakistan, where JETRO and a number of Japanese corporations have their bases.

These corporations include companies like Sumitomo Corporation, which offer scholarships to Pakistani university students, and provide support for training the human resources who will be responsible for Pakistan's future.

In addition, the Embassy of Islamic Republic of Pakistan in Tokyo is actively holding seminars on investments and business opportunity jointly with JETRO, working to attract Japanese companies.

1-5. Trend of Other Donor's Scholarship Programs

The DAC figures in 2016 showed that the large development assistance donors to Pakistan were in the order of the US, the UK, Japan, Germany, and Australia. Aid was commonly provided for the sectors of energy and economy as well as to ensure peace and stability. Not included in the DAC figures, China's economic aid for transportation and power-supply infrastructures has been increasing, especially as part of Pakistan's development projects under China-Pakistan Economic Corridor (CPEC).

In Pakistan, many scholarship programs of donors are available. Like the JDS project, Korea International Cooperation Agency (KOICA) also promotes their scholarship programs with the purpose of capacity building of civil servants.

Not only civil servants, but any talented people from the private sectors can apply to a wide range of scholarships, such as Australia Awards Scholarships, Fulbright Scholarships, and the UK government's Chevening Scholarships. Many civil servants utilize Chevening Scholarships and Australia Awards Scholarships to study abroad. Therefore, these scholarship projects will be likely to be competitors of the JDS project as well as KOICA scholarship program.

Table 7: Other Donor’s Scholarship Programs in Pakistan

Scholarship	Target Group	Degree	Field of Study	Number of Scholarships
Chinese Government Scholarships ⁴³	Open recruitment	Bachelor, Master, doctoral	Public Policy, Business Management, International Communication, International Relation, Electrical Engineering, Women Leaders Training and Social Development, Public Diplomacy, Chinese Economics	Around 600 per year
Chevening Scholarships	Open recruitment	Master (1 year)	Politics, Policy Making, International Relation, Development Assistance, Economics, Financial Studies, Public Administration, Defense, Communication, Media, Journalism, Energy Policy, Environment, Climate Change, Low-carbon economy (Reduction of greenhouse gas) etc.	Around 70 per year
Australia Awards Scholarships	Open recruitment	Master	Economic Development (Agricultural and regional revitalization, International Trading, International Economics, Mining Industry, Water Resource Management, Business Management), Education, Public Health, Governance, Gender Policy	Around 40 per year
KOICA Scholarship Program	Government / municipality officials or researchers/ instructors in state institutes	Master	Public Policy, ICT Policy, Medical Security, Regional Development, Industry and Trade Policy, Fisheries, Municipal Administration, Urban Planning, Energy Policy	Around 20 per year

i) Chinese Government Scholarships

As the total amount aid from the Chinese government, such as the CPEC projects, is increasing in Pakistan, the number of students going to study in China is significantly increasing, who are awarded scholarships by roughly 10 Chinese government’s scholarship programs, including the “Bilateral Program” and the “Great Wall Program”. In addition to the Chinese government’s scholarship programs, a Chinese state enterprise specializing in road and bridge construction offers some scholarship programs as part of the CPEC project. Since 2017, the state enterprise gives a scholarship scheme to a total of 30 in two years Pakistani government employees, graduates and engineers who studied civil engineering at universities in China. The recipients of

⁴³ Scholarships offered by Chinese Universities are included.

the scholarship are granted to enroll in the master's course in transport and engineering of universities in China.

ii) Chevening Scholarships

The Chevening Scholarships was launched in 1983. The scholarship provides one-year master's courses, which begin in autumn (September to October). The purpose of this program is to develop promising future leaders in all different fields, such as politics, policy making, international relations, development aid, economics, finance, administration, national security, communications, media, journalism, energy policy, environmental science, climate change, low-carbon economy (greenhouse gas reduction) and many others. Since a wide range of study fields are available, a student went to the UK to study sports science from Pakistan in 2017.

About 3,500 people apply for this program and approximately 70 award recipients (including 30 government employees) are sent to UK universities every year. The announcement is widely made on various media, such as newspaper ad, TV and radio commercials, as well as through some gatherings such as seminars and workshops. Application can be sent online. The process of selecting Chevening scholars includes (1) documents screening and (2) interviews.

To encourage women in their application for the scholarships strongly, these scholarship programs are promoted with consideration for gender. For example, the promotions are conducted at the chamber of commerce and industry for women, and by a group of ombudswomen. In Pakistan, women account for 30 to 40% of all the applicants.

The covenant of the scholarships tells that scholars are required to return to Pakistan after finishing master's courses and engage themselves in some national activities for at least two years. However, the organization doesn't monitor what they do after they leave the UK.

As of 2018, the total number of the alumni is about 1,600. The British Embassy in Pakistan carries out follow-up activities, managing alumni's data through Internet and emails. Since not many alumni voluntarily update their information themselves, how to manage and support the association is a current issue.

In an alumni reunion, many follow-up activities, such as having seminars and supporting thesis publication, are planned and conducted every year. There is an alumni association committee where some of the alumni are regularly selected as the members. It is said that operating the association has a lot of concerns and the association has difficulties in continuing their activities independently.

After returning to Pakistan, scholars become Chevening Scholarships supporters, participating in Chevening promotion events in regional cities, not only in Islamabad. They also join in the send-off reception for students and share their own experience in the UK with them.

iii) Australia Awards Scholarships

Australia Awards Scholarships programs were launched in the 1950s. Today, approximately 40 scholars a year are accepted in master's courses in postgraduate schools in Australia. In 2017 fiscal year, priority was given to five basic fields: economic development, governance, gender, education, and health. In some countries doctoral programs are offered while in Pakistan this scholarship provides only master's programs. Scholarship programs are managed and conducted by an agent based in Pakistan. The Australian High Commission in Pakistan formulates their policy for the project in Pakistan and supervises its operations.

The Australia Awards Scholarships have no restrictions according to age or community, opening the door to anyone aged 18 and older with an undergraduate certificate. The scholars are constituted of 50% civil servants and 50% private organizations (including NGOs). Recruitment and selection are conducted with the aim for 50% proportion of female scholars. Applicants are required to have at least five-year work experience. A large proportion of applicants are younger generation from 25 to 30 years old. Application requirements also include IELTS score of 6.5 and above. However, since the scores of many students from the Province of Balochistan and border areas fall short of IELTS 6.5, these students are provided with pre-training for English and study methods.

Every year, around 200 eligible candidates out of approximately 1,000 applicants are being selected through document screening, interviews, and examination by accepting universities. At interviews, the panel composes of interviewers from the Australian High Commission, alumni, and the EAD. In recent years, the EAD has rarely been involved in the selection process. The Australian High Commissions works on planning scholarship projects and strategies, promoting their programs, and supporting their alumni association activities.

When it comes to follow-up activities, Australia Awards Alumni – Pakistan (AAA-Pakistan) was established in 2010. This association invites all the students studying in Australia, including not only Australia Awards scholars but also privately funded overseas students, and their activities are aided by the Australian High Commission in Pakistan. In 2016, the Minister of Foreign Affairs of Australia announced “Global Alumni Engagement Strategy”, facilitating the development of alumni networks which include privately funded overseas students studying in Australia. Therefore, the Australian High Commission also has been continuously striving to build the networks.

The association regularly publishes newsletters, holds conferences and workshops, and invites all the registered alumni to their events. How to involve returned scholars has been their important issue.

iv) Korea International Cooperation Agency (KOICA) Scholarship Program

The KOICA Scholarship Program, which began in 1993, accepts approximately 20 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 doctoral program is offered.

In Pakistan, officers of the federal government and the provincial governments (BPS 17 and above) are qualified to apply for the KOICA Scholarship Program. The EAD is in charge of inviting applicants and providing recommendations from the government of Pakistan. Foreign Trade Committee (FTC) is not involved with the selection process. The EAD recommends some applicants in line with the qualifications and requirements KOICA presents. Then, applications of the selected applicants are sent to the KOICA local office. After the screening of the KOICA local office, the selected candidates are invited to the final interview, such as Skype interview by each accepting university.

As part of follow-up activities, the KOICA Alumni Association of Pakistan (KAAP) is active. The association has more than 1,000 members, including overseas students and KOICA short-term trainees. The association holds an annual conference, a wide range of seminars and events such as activities related to music, multi-culture and volunteer work, as well as events for families.

KAAP publishes booklets containing an alumni list in master's programs and distributes them to those involved, as part of their efforts in monitoring returned students.

1-6. 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 expected target organizations from January 2018 to March 2018. The questionnaire form was prepared in English.

- Questionnaire forms sent out: 1 January 2018
- Deadline: middle of February, 2018 (Since response rate was low, follow-up has been done to collect the answers after the deadline)
- Targets: 43 organizations which were recommended by JICA.
- Response rate: approximately 30% (14 out of 43 organizations responded)

(2) Interviews Overview

Based on the results of the questionnaire and the analysis of existing materials in Japan, the field surveys were conducted in Pakistan in December 2017, February and March 2018, visiting 23 major organizations to interview people regarding the needs of personnel training and development issues. In addition, the survey team requested the organizations for cooperation for the coming project. The survey team had interviews not only with the persons in charge of human resource at the target organizations but also with the representatives of JICA office in charge of each sector related to the JDS component. Through the interviews, the survey team acquired their possibilities of cooperation with JDS and requests toward JDS based on these JICA projects.

(3) Findings of Both Surveys

i) Potential Candidates in the Ministries

According to the questionnaire survey⁴⁴, the number of officers was 29 on average depends on 14 organizations which have replied back to the survey, such as an organization with less than 10 officers over BPS 17 or an organization like Federal Board of Revenue with more than 2,000 staff members.

Personnel aged 25 to 45 - target of JDS - account for 50% of total personnel. There is a slight difference in age structure depending on the organization, however according to the survey, personnel in their 20s and 30s (possible JDS candidates) accounted for about 35% and the male-female ratio of the total was male 82% and female 18%.

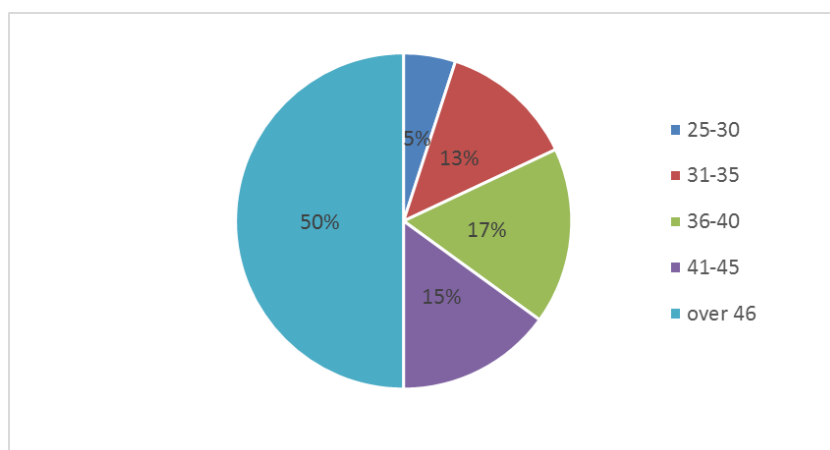


Figure 7: Age Composition of Target Organizations

The statistical data on civil servants by the government of Pakistan show that officers (BPS 17 to 22) are about 20,000, and about 84% (about 16,000) of them are young civil servants (BPS 17 to 18), who are expected as target for the JDS projects.

⁴⁴ Establishment Division official website: <http://www.establishment.gov.pk/pubDetails.aspx> (Reference as of March 30, 2018)

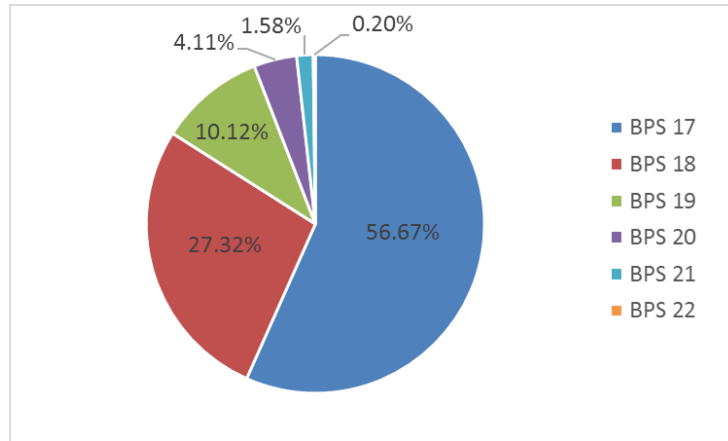


Figure 8: Ratio of Officers (above BPS17)

Officers are required to obtain an undergraduate degree, so all of them have their undergraduate degree. Also 95% of them have obtained a master's degree. 240 officers (5%) have obtained Ph.D. degree in 14 organizations. (Male: 218, female: 22) (Figure 9)

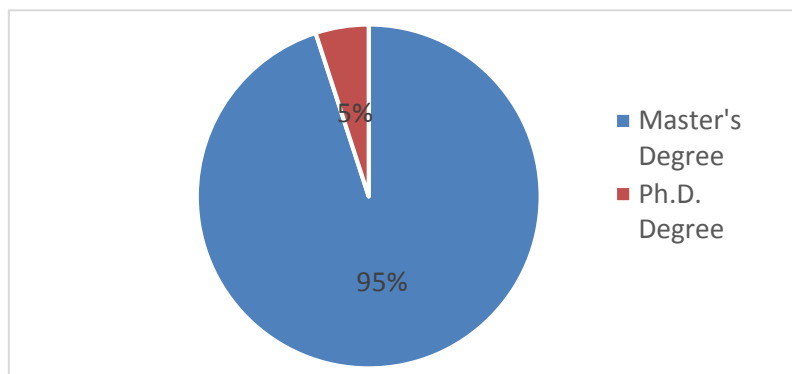


Figure 9: Ratio of Master's Degree and Ph.D. Degree Holders

Over 10 Ph.D. degree holders have been confirmed to exist in the Federal Board of Revenue, Pakistan Agricultural Research Council (PARC), Pakistan Meteorological Department, MPDR, and other ministries. These ministries are the same as those which had high aspirations for doctoral programs, indicated by the survey (Table 9).

ii) Development Issues and Human Resource Development Needs

In questionnaires and interview surveys given to the target organizations, as for the field of public administration and finance, MPDR in charge of making policies mentioned that there is a need to improve competence specializing in each sector and develop highly capable officers and team leaders.

As for the field of energy policy and implementation, the National Energy Efficiency and Conservation Authority mentioned that there is a need to develop competent staff members, who can deal with the Public Utility Regulatory, such as electricity charges, and to study abroad to

obtain Ph.D. degree. The Oil and Gas Regulatory Authority also mentioned that staff members who can manage the field of Public Utility Regulatory are required to be developed.

As for the fields of industrial promotion, investment climate and trade, the Ministry of Commerce and Textile mentioned that personnel who can be responsible for commercial and international trade are required to be developed. The Board of Investment (BOI) mentioned that there is a need to develop human resourced for the related field to strategy setting to encourage investment, business environment, market strategy, and facilitation strategy and so on. Since BOI has set up a new department in charge of the survey for investment trends and prediction, some members at the department wish to study abroad to obtain Ph.D. degree in the relevant fields.

As for the field of agriculture, water resources and rural development, Pakistan Agricultural Research Council (PARC) mentioned that human resources who can be responsible for food security are required to be developed. As most employees in the PARC have already obtained master's degrees, they need to study abroad for Ph.D. degree. Since stock farming accounts for 60% of the added value in the agriculture of Pakistan, the staff members require special training courses to learn how to prevent spreading of bird flu., swine flu., and foot-and-mouth disease in cattle.

As for the field of disaster management capacity, the Pakistan Meteorological Department mentioned that there is a need to issue quick announcements of flood, famine, and disaster warning as well as to develop skills of trainers.

The needs for human resource development of the target organizations in the questionnaire surveys are shown in Table 8.

Table 8: Priority Areas and Development Issues in Main Target Organizations

Organization	Top 3 Prioritized Needs of Human Resource Development		
	1st	2nd	3rd
Ministry of Planning, Development and Reform	Development of professional skills	Developing highly qualified Executive & Team Leaders	Combining individual ambitions with Organizational goals
Ministry of Climate Change	Capacity building for organizational restructuring	Analytical thinking & problem solving with respect to execution of projects/programs	Administrative and Technical Capacity Building
Ministry of Commerce and Textile	Capacity Building of the Commerce and Trade Group officers for the challenges of International Trade and Commercial Diplomacy	Capacity Building of the officers and staff of the Commerce Division and its Attached Organizations for the challenges of International Trade	To train the officers of the Commerce and Trade Group with the help of best International Trade Institutions and building their capacities in line with that of the Prominent Trade Promotion Institutions of the world
Ministry of Industries and Production	Self management and team work	Result Orientation and planning	Business Knowledge/Acumen, and Analytical Skills
Federal Board of Revenue (FBR) (A division in the Ministry of Finance, Revenue and Economic Affairs)	Infrastructure Enhancement (absence of Regional Training Academy)	Allocation of adequate funds with reasonable liberty to use them	Posting of qualified staff/professionals

Oil and Gas Regulatory Authority (OGRA) (under the Ministry of Energy)	Training in Energy Policy and Energy Regulations	Training in Management in Public Administration and Finance	Training in Strengthening Disaster Management Capacity
Pakistan Agricultural Research Council (PARC) (under the Ministry of National Food Security and Research)	During early eighties PARC undertook major overseas training programs of human resource development with the support of US-AID and World Bank to develop a team of highly qualified scientists from the renowned universities of the world	During the recent years due to the retirement of senior scientists working in different fields has now become serious issue	Due to lack of training opportunities the young scientists are not technically equipped to replace them
Pakistan Council of Research in Water Resources (PCRWR) (under the Ministry of Science and Technology)	Climate change	Water policy and governance	Integrated Water Resources Management
National Disaster Management Authority (NDMA) (under the Prime Minister's Office)	Public Policy Management	Disaster Management	Project Management
Pakistan Meteorological Department (PMD) (under the Aviation Division in the Cabinet Secretariat)	Flood and Drought Prediction	Disaster Early Warning Communication	Capacity building of trainers, researchers and operational staff
Federal Flood Commission (FFC) (under the Ministry of Water Resources)	Water Resources Development	Dam Safety issues	Modelling of flow management and sediment management
Ministry of Interior	Capacity building for organizational restructuring	Public Finance	Analytical thinking & problem solving with respect to execution of projects / programs
Pakistan Statistics Bureau	Short term and long term training on analysis of data	Capacity Development for monitoring Field Activities of staff on IT instrument	Capacity Development for Estimating Quarterly National Income Accounts
Ministry of Maritime Affairs	Management & Public policy	Public Finance	Information Technology (IT) and Merchant Shipping
Securities & Exchange Commission of Pakistan (SECP) (An autonomous regulatory body which was an attached department of the former Ministry of Finance)	Capacity building of SECP on latest tools/techniques for effective regulation/monitoring of the market	Capacity building in on Islamic Finance for introduction of new products and effective penetration of the existing products in the market	Capacity building to make a conducive environment for Insurance sector to thrive

iii) Needs for Doctoral Programs

The necessity of Doctoral degree programs was asked in the questionnaire, and 9 out of 12 organization (75%) responded that Doctoral degree programs were necessary for their human resource development.

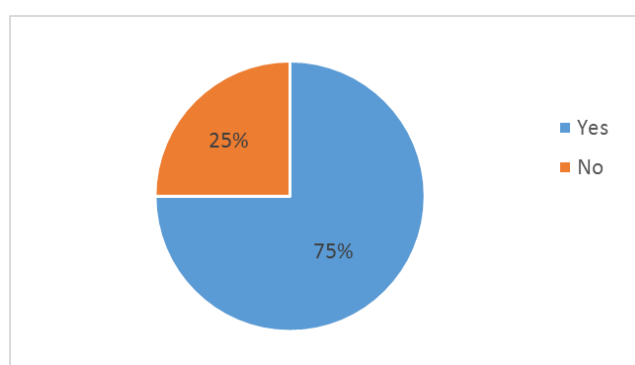


Figure 10: Necessity of Doctoral Program

According to the questionnaire survey, not only ministries specialized in engineering and science, such as Pakistan Agricultural Research Council (PARC) and Pakistan Meteorological Department, but also MPDR showed the need for doctoral programs. As same as PARC, some organizations have higher needs for doctoral course rather than master's one to nurture specialists since many employees already have master's degrees.

Table 9: Result of Survey Regarding Needs for Doctoral Programs

Organization	Needs for Doctoral Program
Ministry of Planning Development and Reform (MPDR)	This organization has mandate to act as apex Think Tank for government, hence, highly qualified professionals are required.
Ministry of Climate Change	Environment and climate change is interdisciplinary subject, cross-cutting approach, focused on science & Enterprises. For that matter, Ministry requires highly specialized manpower in changing scenario of climate change and it's attending domains
Oil and Gas Regulatory Authority (OGRA) (under the Ministry of Energy)	The authority must have specialized human resource to cope with the emerging challenges of the Regulatory Regimes to help effective decision making through modern regulatory techniques
Pakistan Agricultural Research Council (PARC) (under the Ministry of National Food Security and Research)	Masters level is the basic requirement for the recruitment in PARC except for those who hold the Bachelor of Engineering (BE) and Doctor of Veterinary Medicine (DVM) degrees after 16 years of education. The scientists are required to be trained in the selected areas for specialization in different agricultural sectors. Thus PARC need long term trainings.
National Disaster Management Authority (NDMA) (under the Prime Minister's Office)	Doctoral program will contribute to the long term HR Development of the organization particularly in conducting research on different issues.
Pakistan Meteorological Department (PMD) (under the Aviation Division in the Cabinet Secretariat)	In order to improve the weather forecasting capabilities and understanding climate, higher trainings / studies are required to produce expertise in the relevant disciplines.
Federal Flood Commission (FFC) (under the Ministry of Water Resources)	Main strength of the Office of the Chief Engineering Adviser/Chairman Federal Flood Commission comprises of the professionals belonging to the Civil Engineering, Electrical Engineering and Public Administration fields, therefore doctoral program for such officers would definitely help the organization in the long run.

iv) Major Destinations for Study Abroad

Japan came in the first as the destination for study abroad to which Target Organizations desire to send their personnel, and followed by U.K., U.S.A., Australia and China came in the second.

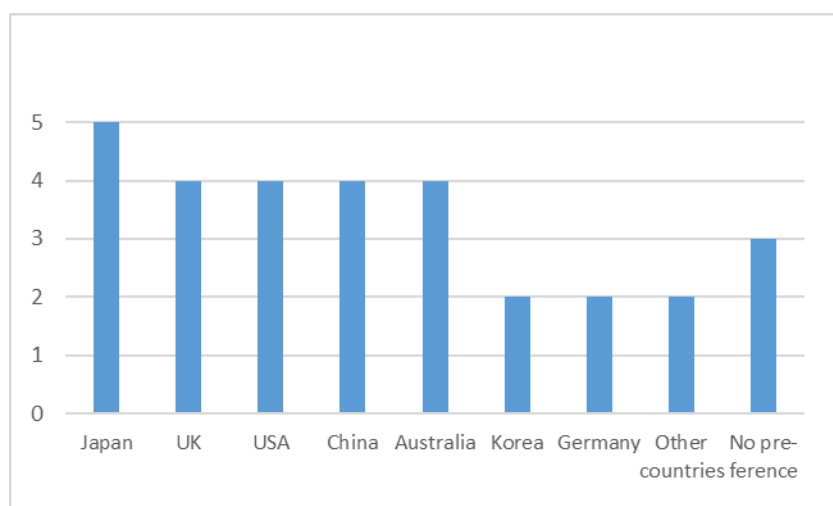


Figure 11: Major Destinations for Study Abroad for the Staff in Main Target Organizations

Table 10: Top 3 Prioritized Country for Study Abroad in Main Target Organization (Five organizations)

Organization	1st	2nd	3rd
Federal Board of Revenue	USA	UK	Australia
Ministry of Commerce and Textile	USA	Japan	China
Pakistan Agricultural Research Council (PARC)	Australia	Japan	USA
Ministry of Climate Change	Japan	UK	USA
Oil and Gas Regulatory Authority (OGRA)	Japan	USA	UK

v) Donor's Scholarship Programs in the Target Organizations

Only three target organizations answered the questionnaire. The results showed that some employees of the Federal Board of Revenue have studied abroad supported by Fulbright, Chevening and Australia Awards scholarships. Some employees of the Ministry of Climate Change have also studied abroad supported by KOICA, Chevening and Fulbright scholarships.

The Ministry of Railways answered that nine employees of the ministry are studying in China to earn master's degrees in connection with the CPEC project. The Chinese government frequently offers two-week training courses on railway engineering, in which many employees (50 to 60 per year) have already participated.

Table 11: Overseas Scholarship Program

Organization	Title	Donor Country	Field of Study
Federal Board of Revenue	Fulbright Scholarship	USA	Multiple
	Chevening Scholarship	UK	Multiple
	Australia Awards	Australia	Multiple
Ministry of Climate Change	KOICA Scholarship	South Korea	Economic Development
	Chevening Scholarship	UK	Economic Development
	Fulbright Scholarship	USA	Economic Development
National Disaster Management Authority (NDMA)	Short Term Course	Japan	Disaster Management
	Short Term Course	Various	Disaster Management

vi) Gender Consideration

The questionnaire to the target organizations also indicated that each ministry considers gender mainstreaming under the federal government's gender policy in the belief that men and women should be treated equally. Some of the organizations set the ratio of female employees of 10%. It has yet to be confirmed whether each governmental body made its own gender rules. However, the gender ratio of the ministries that answered the questionnaire showed that female officers made up around 16%, which exceeds the ratio set by the government. In the Ministry of Commerce and Textile, especially, female officers account for over 20%. The questionnaire said that these female officers mainly work in Islamabad or some ministry-related departments.

Female civil servants at the Ministry of Commerce and Textile and a female staff member in charge of training at the JICA Pakistan Office were interviewed regarding considerations for female employees when they join in some training courses. According to the interview, women working for government organizations are highly educated, used to work together with men at the same place, and have professional work ethics. Therefore, there was no need to hold seminars separately by gender.

The female Director General of FPSC also commented that many of female officers hope to go abroad to study or join in training courses.

On the other hand, some donors expressed their views that some women sometimes decline offers of training and studying abroad due to their family matters. Therefore, while it is necessary to encourage strongly female officers to apply for the scholarship, the Japanese government needs to consider to prepare the scholarship programs in order to let women in Pakistan take the opportunity of studying in Japan as well as men.

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.

When the JDS project started, the purpose was to build the international student’s individual capacity, however, it gradually switched into a new system starting from FY 2009, which has its purpose on administrative capacity building of those developing countries targeting at human resources who can be expected to formulate policies for solving each country’s development issues. Unlike the conventional international student program for supporting individuals, this system is characterized by focusing on developing human resources engaging in the priority areas (Sub-Programs) that are selected through discussions between target countries and Japanese related parties.

On the basis of the above mentioned aim and features of the JDS project into consideration, the Preparatory Survey team investigates human resource development needs corresponding to concerned Sub-Programs established based on the national development plan of the target country and the Country Development Cooperation 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

In the field survey conducted in December 2017, based on the national development plan of the target country and the Country Development Cooperation Policy for Pakistan, as shown in Table 12, the new priority areas, development issues and the research themes for JDS project in Pakistan are prepared and decided. These priority areas and development issues were set with the aim of supporting the development of civil servants working on development issues in Pakistan.

Table 12: Framework of JDS Pakistan (FY2019-2022)

Sub-program (JDS Priority Areas)	Component (JDS Development Issues)	Expected Theme of Research / Possible Fields of Study
1 Improvement of Economic Infrastructure	1-1 Enhancement of Public Administration and Finance	Financial Operation/Management Public Policy Design/System Design
	1-2 Enhancement of Energy Policy and Implementation	Economic Policy Design and System Constructure of Energy Field Smart-grid Technology Clean Coal Technology Safe Nuclear Power Technology
	1-3 Enhancement of Industrial Promotion, Investment Climate and Trade	Promotion Policy for manufacturing industry Economic Policy Design and System Instructure of Investment/Export Promotion
	1-4 Enhancement of Agriculture, Water Resources and Rural Development	Agricultural Policy Agricultural Economy and Agribusiness Community Development Crop/Fruits Production and Food Processing Livestock Science Watershed Management and Integral Water Resource Management
2 Ensuring Human Security and Improvement of Social Infrastructure	2-1 Strengthening Disaster Management Capacity	Disaster Risk Assessment and Disaster Advance Prevention Investment Plan Design Comprehensive Watershed Management(Method for reducing Flood Damage) Enlightenment of Awareness of Disaster Risk Management and Spread Knowledge/Experiences

(1) Component and Research Theme

During the field survey in December 2017 to March 2018, the Japanese delegation presented a framework proposal and obtained approval by the Government of Pakistan.

(2) Target Organizations

Regarding target organizations and groups, agreement was reached on targeting the CSS/Cadre and Ex-Cadre (technocrat of BPS 17 and above) those who belong to the target organizations, which are proposed by Japanese side and agreed by Pakistan side. Although Pakistan side first suggested that provincial civil servants should be included as target, the survey team proposed that in the first year the project would target to only federal civil servants, and it would be better to consider whether to include provincial civil servants based on the results of the first year applications. Pakistan side agreed on this proposal .

Target organizations, especially those Japanese side proposed and agreed by Pakistan side, will be considered and selected at the first meeting of the Operating Committee, scheduled around July 2018.

(3) Accepting Universities

Prior to the Preparatory Survey, JICA presented assumed target areas and development issues of JDS project in Pakistan 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, 24 proposals in total were submitted from 10 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 the preparatory survey, Japanese side presented the government of Pakistan a shortlist of Japanese universities and explained background information about the universities that received high evaluation on proposals by the Japanese side.

Table 13: Accepting University (JDS Pakistan: 2019-2022)

Sub-Program	Component	Accepting University	Graduate School (GS)	Maximum Number of Slots
1 Improvement of Economic Infrastructure	1-1 Enhancement of Public Administration and Finance	Ritsumeikan Asia Pacific University	GS of Asia Pacific Studies	2
		International University of Japan	GS of International Relations	2
	1-2 Enhancement of Energy Policy and Implementation	Kyusyu University	Interdisciplinary GS of Engineering Sciences	2
		Hiroshima University	GS for International Development and Cooperation	1
	1-3 Enhancement of Industrial Promotion, Investment Climate and Trade	International University of Japan	GS of International Relations	2
		International Christian University	GS of Arts and Sciences	2
	1-4 Enhancement of Agriculture, Water Resources and Rural Development	Hiroshima University	GS for International Development and Cooperation	2
		Ritsumeikan University	GS of Life Science	2
2 Ensuring Human Security and Improvement of Social Infrastructure	2-1 Strengthening Disaster Management Capacity	Hiroshima University	GS for International Development and Cooperation	3

(4) Consideration of Accepting JDS Fellows to Doctoral Program

In discussions with the Pakistani Operating Committee, it was agreed to accept maximum of two per year. Details of qualification requirements and the selection process will be discussed at the first Operating Committee meeting in FY2018.

During the survey held from December 2017 to April 2018, some ministries and agencies mentioned that master's degrees is mandatory for the promotion officers to BPS 20, however doctoral degree is not necessarily relevant for the promotion. On the other hand, there were many opinions that doctoral would be indeed beneficial from the viewpoint of doctoral degree holders' contribution to the organizations with using their special knowledge. As mentioned previously, 75% of the organizations in the questionnaire survey responded that doctoral degree holders are necessary. Though in other JDS countries, it is found that the need for doctoral programs is high in ministries which are specialized in engineering or science, in Pakistan the need for doctoral programs is also high in the ministries related to the economic field. The survey team heard many opinions during the interview at target organizations that many of them desired doctoral programs.

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

(1) The Operating Committee Members

The Operating Committee consists of Pakistani members (Economic Affairs Division (EAD), Establishment Division) and Japanese members (Embassy of Japan in Pakistan and JICA Pakistan Office), and it was agreed upon that the committee makes discussions and decisions on the JDS project's policy for its implementation and operation. (Table 14)

In Pakistan, the Foreign Training Committee (FTC) is comprised of representatives from the EAD and the Establishment Division is responsible for trainings for civil servants. Since FTC is also in charge of screening candidates for civil servant training abroad, the government of Pakistan commented that the both representatives are suitable for the member of the Operating Committee.

From the project launch in the fiscal year 2018, the Operating Committee will carry out the JDS projects. Joint Secretary of the EAD was appointed as chairperson and Senior Representative of JICA Pakistan Office was appointed as co-chairperson from Japanese side.

Table 14: The Operating Committee Members

	Role	Organization
Pakistani Side	Chair	Economic Affairs Division, Ministry of Finance, Revenue and Economic Affairs
	Committee Member	Establishment Division, Cabinet Secretariat
Japanese Side	Committee Member	Embassy of Japan in Pakistan
	Co-Chair	JICA Pakistan Office

(2) Role of Operating Committee

The survey team explained the roles and functions of the Operating Committee as outlined in the JDS Guidelines (see Table 15) to the new Operating Committee members.

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 key points in the JDS project for Pakistan. As for follow-up activity for JDS returned fellows, the committee has just began to consider it based on the results of the survey.

Table 15: 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 Pakistani National Development Program and general aid principles in Japan • Selection principles for JDS project in Pakistan 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 return to the same organization where they worked before study in Japan. • 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 December 2017, in master's program, and it was settled that the basic plans will be determined in the first meeting of the Operating Committee at the commencement of the JDS.

Each basic proposal outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in Pakistan in each of the JDS priority area. 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 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 proposal. 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.

After discussions with the EAD and the Establishment Division on application requirements, it was agreed that the age limit for master's programs applicants must be 25 and not above 40 at the minutes meeting held in March 2018. The reason of this age limit was that officers usually enter the ministries at the age of 25 and they need at least 3 to 5-year work experience before studying abroad.

Eligibility for application to a doctoral program will be discussed at the first meeting of the Operating Committee in FY2018.

Table 16: Qualifications and Requirements of the JDS Project in Pakistan

Qualifications and Requirements	
Nationality	Be a Pakistani citizen
Age	25-40 years old as of 1 st April of the admission year
Academic Background	Have completed the undergraduate level (bachelor degree) of education
Qualifications of applicants	Will be determined at the 1st Operating Committee Meeting
Work Experience	Have worked at least 3 years after entering ministries at the time of application deadline
Language Proficiency	Have a good command of both written and spoken English at graduate level
Others	Have not acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances
	Not currently receiving or planning to receive another scholarship through other foreign assistances
	Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Pakistan as well as the establishment of amicable relationship with Japan
	Those who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.
	Be of sound mind and body

2-1-4. Considerations Regarding Acceptance into the Doctoral Program

As a part of the preparatory survey, it was conducted to explore the possibility of supplementing the doctoral 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 doctoral 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 good leaders with solid understanding on Japan in the target countries by establishing more developed relationship with Japan through consistent study in the Master's and doctoral programs.

ii) Basic Policy

JDS fellows enroll at the universities in autumn in the second year of each Japanese government bond. The number of the fellows would be maximum around 10% of expected number, This slot is set apart from the slot for fellows in master's program. The slots of the doctoral programs are not necessarily fulfilled. These programs can be offered only to suitable applicants.

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. The scholarship while staying in Japan is provided in accordance with the rules of the doctoral program of The Japanese Government (MEXT) Scholarship.

iv) Recruitment/Selection Method

Applicants for the doctoral program are recruited and selected separately from those for the Master's program, and determined by the JDS Operating Committee. 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 accompanied by their research plan. In selection steps, capabilities to be a top leader of Pakistan 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.

When the field survey was held in December 2017, the survey team explained to the government of Pakistan that the introduction of the doctoral program would be taken into account, considering needs of the target organizations and career building (promotion), and if that happens, the doctoral programs would be offered two slots per batch at most. Application requirements for doctoral programs would be further discussed at the first Operating Committee, not at the Minutes of Discussion under the preparatory survey.

When the survey team discussed doctoral program with the Government of Pakistan during the field survey in March 2018, they explained the current assignment of personnel in the Government of Pakistan. They thought that doctoral programs would be appropriate to senior officers such as Deputy Secretary with BPS 19 and above. However, officers with BPS 19 and above are usually over 40 years old. If the age limit of the program would be under 40, the civil servants who are interested in the doctoral programs would not be allowed to apply the program. Finally, both sides agreed that the age limit for the programs applicants must be at least 25 and not above 45.

Table 17: Qualifications and Requirements for Doctoral Programs of the JDS Pakistan (tentative)

Qualifications and Requirements	
Age	Under 45 years old as of 1 st April of the admission year
Academic Background	Have completed the postgraduate level (master's degree) of education (in Japan)
Qualifications of applicants	Will be determined at the 1 st Operating Committee Meeting
Work Experience	<u>Have 3-5 years' work experience</u> at the time of application deadline
Language Proficiency	Above TOEFL iBT 61 (ITP 500) / IELTS 5.5
Others	Obtained recommendation letter from prospective supervisor
	Got permission by parent organization for study abroad
	Those who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.
	Be of sound mind and body

2-2. Obligations of Recipient Country

During the period of recruitment and selection of JDS fellows, EAD 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 Pakistan 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 Pakistan supports the JDS fellows to collect data or other materials necessary for completing their master's theses.

After the JDS fellows return to Pakistan, 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 Pakistan 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 2018 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 12 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 Pakistan. The Agent will conclude a contract with the government of Pakistan to implement JDS project on behalf of the government.

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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 12: Implementation Process

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 in Pakistan, 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.

The agent should request the EAD to announce the application information of the JDS project to each target organization and departments in charge of training. The agent also should request each department to inform possible scholarship applicants including in local offices of this information.

(2) Application Method

Application pamphlets, posters and leaflets will be distributed to each target organization by EAD. As shown in Table 18, explanatory meetings will be held in various regions. The proposed locations for these will be separately determined by the Operating Committee. The implementing agent will discuss with EAD whether the agent sends application documents directly to more than 140 districts under 4 provinces, Islamabad Capital Territory, and Federally Administered Tribal Areas (FATA) where the targeted officers are assigned so that they can obtain the application documents at the nearest regional organization.

Table 18: Schedule of Explanatory Meetings

Expected Date	Venue
Late August to late September, 2018	Islamabad (Main target organizations, explanatory meetings with EAD, etc.)
Late August to mid-September, 2018	Major provincial cities (Lahore, Karachi, etc.)

Furthermore, with the cooperation of the Operating Committee and target organizations, explanatory meetings will be held at major ministries and agencies in Pakistan's capital Islamabad and regional areas.

Public relations and recruitment methods will be considered so that networks with JICA Alumni Association of Pakistan (JAAP), MEXT Scholarship Alumni Association of Pakistan (MAAP) and JICA experts can be utilized and application information will be more effectively communicated to a larger number of potential candidates. Public relations activities through JICA experts are expected since they are playing active roles in central and regional areas in the fields of public service, planning/administration, disaster management, energy, etc.

JICA expert who is assigned to work at BOI and JICA office representatives in charge of each sector, are highly interested in JDS project. It was confirmed that they would give supports for promotion of the project to competent potential applicants in each relevant ministry and office. It could be considered that through taking part in JICA experts' meetings and explaining the JDS project, the project would obtain their cooperation.

(3) Assistance on JDS Project Applications

Generally civil servants in Pakistan is expected to have high English proficiency. However, it should be considered to support applicants in order to prepare research proposal for the master's program by holding the explanatory meetings to explain how to prepare research proposal as same as other countries.

(4) Encouraging Women to Apply

In line with JICA's gender policy, it is proposed to encourage women, not only men, to apply for the JDS project. For this purpose, the agent need to take some fresh approaches to invite more female applicants. For example, it will be recommended to add a catchy message to women on the application guidelines, such as "JDS encourages female applicants to apply." or holding a women-focused explanatory meetings. A range of efforts made by local donors are very informative. Chevening Scholarships promote their program with great gender consideration. For example, to encourage women to apply for the scholarships strongly, the promotions or seminars are conducted for the Chamber of Commerce and Industry for Women, and a group of ombudswomen.

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 gist of this project after formulating guidelines.

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

2-5-1. Orientation Content

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. According to results of the questionnaire subjected to JDS returned fellows of other countries, 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. Therefore, (1) Lectures to understand the social and development experiences of Japan, the basic knowledge of assistance policy toward Pakistan, (2) Programs to improve self-awareness as JDS fellows, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

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

After arrival, 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.

It was also requested to the university faculties to give lectures on the basic knowledge of Japanese politics, economy, society and culture as before.

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 around 35 hours. JDS fellows will not only gain necessary conversation ability in Japanese, they will also gain an understanding of Japanese culture, lifestyle and social manners through hands-on learning, and they will be taught useful communication techniques for daily life.

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 to the experiences of JDS returned fellows.

2-5-2. Enrichment Programs

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 obtaining a degree at a graduate school, but also by offering a programs 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.

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 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 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.

2-5-3. 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 of other countries. 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.

2-6. Monitoring, Guidance and Counselling

2-6-1. Implementation System

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

2-6-2. Guidance and Counseling

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

2-6-3. Monitoring

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

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

Regular monitoring is conducted with monitoring report sheets. Monitoring report sheets describe comments from the fellows, a responsible person of monitoring, and a supervisor of the university so that the condition of each fellow can be understood through a single monitoring sheet.

2-6-4. Response in Case of Emergency

A support system is established with the assistance of call centers in the private specialized company to respond to the JDS fellows with regard to their health problems and other life-related problems during night time, weekends and holidays, and during the year-end and New Year holidays.

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

2-7. Follow-up

JDS project offers an opportunity to obtain a master's and doctoral degree in Japan to young civil 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 Pakistan 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 not only to provide the opportunity for JDS fellow to acquire professional knowledge, research, and build human network but also promote various follow-up method for both the fellows in Japan and returned fellows. In addition, cooperation and understanding by the government of Pakistan with this follow-up activities is contributed to maximize the beneficial outcomes of the activities. At the same time, after their return, the utilization of JDS fellows under the supervision of EAD 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 the affiliated organization. Rather, various ways will be considered including interim group training to install 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.

Regarding follow-up activities for international students returning to their own countries, the survey team found that there are various kinds of methods conducted by other donor countries. For example, Chevening Scholarships operates their alumni association which is exclusive to Chevening scholars, whereas the KOICA Alumni Association of Pakistan (KAAP) covers overseas students and KOICA short-term trainees as well as scholars. In case of Australia, they invite all the students studying in Australia. In 2016, as the Minister of Foreign Affairs of Australia announced "Global Alumni Engagement Strategy", the Australian High Commission in Pakistan has taken several measures to build the alumni networks.

Japan's alumni associations in Pakistan comprise JAAP (JICA Alumni Association in Pakistan) and MAAP (MEXT Alumni Association in Pakistan). JDS returned fellows could probably join in both associations, however establishing the alumni association which is exclusive to JDS returned fellows and expanding the association gradually can be possible options as part of the follow-up activities focused on JDS returned fellows.

When the survey team carried out a questionnaire survey on follow-up activities for JDS returned fellows in other countries, the answers showed that the network could be built by using SNS among JDS fellows, holding regular association parties and participating in seminars by JICA experts. Taking these result of the survey into account, it is important to consider better follow-up activities that are suitable to fellows from Pakistan.

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 Pakistan after their return. The Operating Committee in Pakistan needs to share past JDS project results 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 Pakistan.

Chapter 3 Evaluation of the JDS Project and Recommendation

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

The survey team analyzed relevance between JDS and development programs in Pakistan, based on national development plan and strategy of the government of Pakistan and the general circumstances of the relevant sectors. Findings are summarized below.

3-1-1. Conformity with Priority Development Issues in Pakistan

“Vision 2025” was drafted by the government in 2014. This plan is based on seven objectives including (1) Developing human and social capital, (2) Achieving sustained, indigenous and inclusive growth, (3) Democratic governance, institutional reform and modernization of the public sector, (4) Energy, water and food security, (5) Private sector and entrepreneurship led growth, (6) Developing a competitive knowledge economy through value addition and (7) Modernizing transportation infrastructure and greater regional connectivity.

As the Pakistan JDS project covers not only improvement of the public sector but also an extensive range from economics to enhancement of industrial promotion and energy policy, it can be considered to be a part of support for cultivation of human resources necessary to achieve these objectives.

3-1-2. Conformity with Japan’s Country Development Cooperation Policy for Pakistan

The Country Development Cooperation Policy for Pakistan formulated by the Government of Japan in February 2018 pledges support for capacity building in Pakistan to enable the country to promote building a stable and sustainable society through economic growth, and identified three priority areas for targeted assistance: improvement of economic infrastructure; ensuring human security and improvement social infrastructure; and consolidating peace and stability. The JICA Country Analysis Paper on Pakistan 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 13)

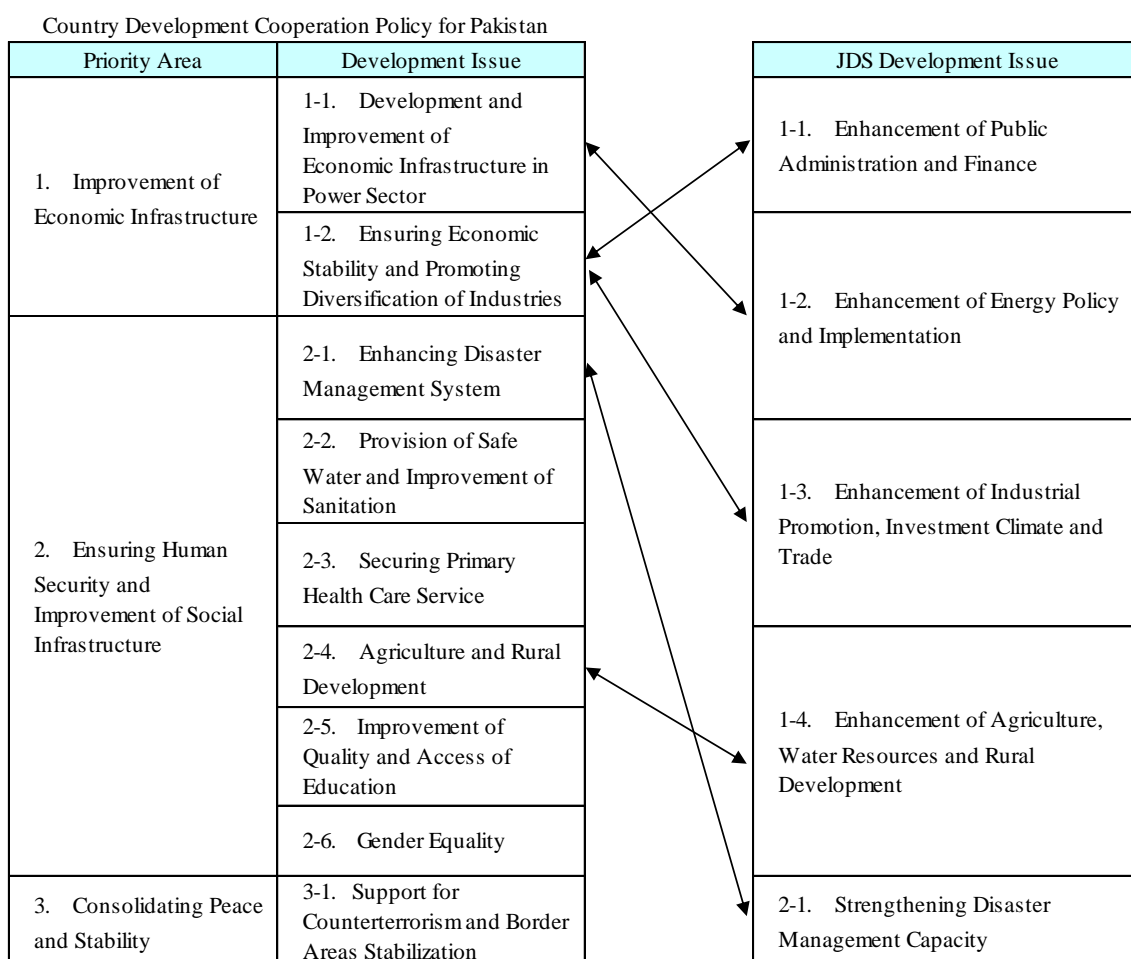


Figure 13: Relevance between Japan’s Development Cooperation Policy for Pakistan and JDS Framework

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 \$1,215 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.

Pakistan has a GNI of over \$1,640 per capita⁴⁵, and as such is considered a low-middle income country in the World Bank classifications. Although younger generation makes up the majority of the Pakistan society and its economic potential is high, Pakistan is still suffering from its low economic growth. As one of the major donor countries, Japan has provided various support for the earthquake and flood damage.

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

Based on the above, reference was given to the viewpoints that needed to be investigated in the notification document of Ministry of Foreign Affairs⁴⁶ 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

JDS is intended for young administrative officers and others who are responsible for policy making and implementation of Pakistan's socio-economic development and JDS fellows are expected to become Pakistan's future leaders with good understanding on Japan. JDS returned fellows can be valuable assets for strengthening bilateral relations.

At the General Assembly of the United Nations in September 2016, the former Prime Minister of Pakistan Nawaz Sharif and the Prime Minister of Japan, Shinzo Abe had a top-level conference. Sharif expressed his gratitude for Japan's aid, especially for the emergency support at the flood damage in 2010 and 2011. Sharif also made a comment that Japan is a reliable friend who gives aid whenever Pakistan is in trouble. He also emphasized that Pakistan would like to further strengthen the bilateral relations with Japan in the fields of trade and investment. Therefore the JDS project is considered highly appropriate and relevant in terms of beneficial outcomes for foreign relations.

⁴⁵ Ministry of Foreign Affairs of Japan website: <http://www.mofa.go.jp/mofaj/area/pakistan/data.html#section1> (Reference on June 5, 2018)

⁴⁶ Ministry of Foreign Affairs, "Effective utilization of gratis fund aid for countries with relatively high income levels" April 2014

(2) Strategic Objectives

From the perspective of the national security strategy, Pakistan boasts a population of roughly 200 million, located in the border areas between Asia and the Middle East with geopolitical importance. Since Pakistan is adjoining Afghanistan, Pakistan is one of the countries that antiterrorism measures are necessary to take. Ensuring that Pakistan 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.

3-2. 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 newfound knowledge in policy formation and implementation, while Pakistan 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 Pakistan, 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 cooperation 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.

3-3. 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 programs, as shown in the table below:

**Table 19: Examples of Factors which Influence 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 • There are a few 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"> • 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 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.

Compared to other donor countries' scholarships, the advantages of the JDS project include not only careful monitoring of the JDS fellows, but also providing value-added activities and programs, such as custom-made programs, which are suitable to the fellow needs. For example, leadership training, government officials networking event, and internships are good opportunity to build connections with Japanese government officials. In addition, JDS provides fellows with careful assistance to encourage them to learn about Japan's experience on development. In recent years, as JDS project has nurtured several high government officials, such as a minister and state secretaries in the Kyrgyz Republic, JDS has become a gateway to success in some countries.

According to the interview with some current students studying in Japan from Pakistan, many advantages of studying in Japan were mentioned. It is remarkable to see that Japan's advantages include having the opportunity to learn top-level technology, living in much safer cities and friendly people.

Regarding the inhibiting factors, it was pointed out that the doctoral course was not covered, but these have been responded by the introduction of doctoral programs as described above in response to the analysis results. Other points are also considered and responded by the countermeasures gradually.

3-4. Project Evaluation Indicator Data

Possible indicators to evaluate the results and impacts of the JDS project in Pakistan are as shown in the following table. By accumulating this quantitative information through the project, the results and impact would be effectively evaluated.

Table 20: Project Evaluation Indicator Data on JDS Pakistan (Tentative)

Inaugural year		20xx	
Number of Slots per year		x	
Fellows accepted	Total	x	
	Sex	Male x, Female x (ratio of female: x %)	
	Average age	x (Upon arrival)	
Returned fellows	Total	x	
	Fellows obtained degree	x	
	Failed fellows	x	
	Completion rate	X %	
By category of work place	Upon arrival	Total	Government officers x (x %), Other
	After return to country	Total	Government officers x (x %)
Ration of management level		Total	Upon arrival: , Current:

3-5. Recommendations

Recommendations under this survey are as follows.

(1) Implementation Structure**i) Effective Planning for the Project**

Through this survey, the survey team could obtain the detailed information on the personnel affairs system and overseas training system for civil servants from FPSC in charge of the employment of civil servants and the Establishment Division in charge of personnel affairs policy for civil servants. To obtain excellent JDS fellows and send them to Japan after the commencement of the project, it is important to collect further information about the personnel affairs system and overseas training system for civil servants and thereby more effectively establish the framework and implement recruitment and selection process.

ii) Active Participation of the Operating Committee

As mentioned above, the members of the Operating Committee control the training projects including study abroad of civil servants and are familiar with the government's internal regulations and procedures from recruitment and selection of candidates through dispatch of them for study abroad. It is important to request them to participate actively in the project from the stage of examining a plan for candidate recruitment and thereby realize the acquisition of excellent applicants and smooth dispatch of JDS fellows.

iii) Procedure from the Execution of Exchange of Notes (E/N) to a Request for Payment

For the government's procedure taken by the EAD to proceed with the preparation for the signing of E/N, Grant Aid (G/A) (preparation of PC-1 and 2), the survey team explained a flow from the conclusion of G/A to a request for the payment. EAD asked whether a part of the procedure could be omitted as in the case of Non-Project Grant Aid, and the survey team explained that the JDS project was implemented by the assumed agent and the unified procedure for JDS was taken for all payment procedures in all JDS countries.

The EAD suggested that a request for payment should be made directly to the EAD, not to the embassy of Pakistan in Tokyo, because it would take time for the EAD to explain the matter to the embassy which is supervised by the Ministry of Foreign Affairs of Pakistan. The procedure of making requests directly to the EAD would take some time to obtain approval within the EAD. It is necessary to consider a smooth procedure for payment among relevant parties while taking the request by the EAD, in order to process the payment upon the submission of the request of payment from the agent.

(2) External Impacts on the Project Implementation

i) Impact of the Dissolution of the Cabinet in May 2018 and General Election

In Pakistan, the Cabinet will be dissolved in the end of May 2018 and a general election will be held. The rules require that a new cabinet be formed within three months from the dissolution of the Cabinet, but it is still unforeseeable whether a new cabinet will be actually formed within three months according to the Embassy of Japan in Pakistan and others.

It is also unforeseeable whether E/N and G/A can be concluded between two countries under the provisional government before the formation of a cabinet. According to the Joint Secretary of the EAD, there would be no problem about concluding E/N and G/A before the formation of a cabinet, however it is needed to pay attention to this matter. If the commencement of the project is delayed, it will have some negative impact on the recruitment period.

ii) Safety Management

Although no serious crime involving Japanese people has occurred in Islamabad for three months after January 2018, in Karachi Japanese people (a male and a female) became a victim of a robbery using a gun and attempted kidnapping in January and February 2018. It is necessary to keep paying attention to safety management.

Precisely, it is necessary to consult with the person in charge of safety at the JICA Pakistan Office in preparation for the establishment of the JDS office, which is planned around July 2018. In addition to safety management in Islamabad, if explanatory meetings are held in Lahore, Karachi, and other local cities in future, it is important to collect information in advance from the JICA Pakistan Office and the Embassy of Japan in Pakistan and pay full attention to safety management

when performing project activities.

(3) Target Organizations and Groups for the JDS Project

It was agreed that the target organizations and groups for the JDS project are the CSS/Cadre who are in charge of planning and implementing policies in the federal government and Ex-Cadre who belong to the target organizations, which are proposed by the Japanese side and Pakistan side agreed. Pakistan side made a proposal for including not only the employees of the federal government but also the employees of provincial governments. The survey team recommended to include only the employees of the federal government in the first year and examine whether the employees of provincial governments should be included or not in the following or subsequent years in consideration of the result of applications of the first year. The Pakistan side agreed on the recommendation.

With respect to the target groups, the relevant persons expressed their concerns that the above requirements might limit the number of the target organizations engaged in agriculture, water resources and rural development, and disaster management capacity fields as well as the number of target persons. It will be also necessary to examine this matter in consideration of the result of applications of the first year.

(4) Enhancement of Recruitment Activities

In Pakistan, there is intense competition between the donors of UK and Australia, etc. for the acquisition of good students, therefore the method more effectively to promote the appeal points and advantage of JDS is necessary to be considered. For this purpose, it is necessary to have promotion strategy for the federal government officers who work for the central government and provincial governments.

With respect to the basic promotion policy, firstly it should be ensured that the person who acts as the focal point for JDS project of the EAD shares and communicates information to the person in charge of training (in charge of the JDS project) at each ministry. In addition, it is important that the agent of the JDS project in Pakistan gives careful explanation to the person in charge of the project at each ministry and establishes a good relationship with that person. Making a request for cooperation based on the established good relationship will have a certain effect on the dissemination of information in the relevant ministries and provincial governments.

In other countries, many applicants often obtain information from the division in charge of training at each ministry. Similarly, each organization in Pakistan also has the person in charge of training, and it is most important to have a good relationship with the person and ask the person to cooperate for ensuring that the group of target applicants obtain the relevant information from the person in charge of JDS. It is essential to visit the major target organizations frequently and perform steady promotional activities.

Ministries that the survey team visited this time readily accepted a proposal for holding explanatory meetings in the ministry to explain recruitment and they also asked many questions about the time of recruitment and selection. After the commencement of the project, it is desirable to hold explanatory meetings at as many ministries as possible to promote their recognition about the JDS project.

Considering that it is difficult to hold explanatory meetings in local cities due to safety issues, it is necessary to use various promotional tools and access channels in the performance of recruitment activities so that a larger number of potential candidates can receive information. It is effective to utilize press release, newspaper articles, and other media or cooperate with JICA experts, the JICA Alumni Association of the former participants of the training courses of JICA, and other relevant organizations with a wide network of contacts in order to promote JDS.

With respect to the contents to distribute the advantage of JDS, it is important to advertise actively the provision of Japanese master's and doctoral programs at an international level as well as the competitive advantages of the JDS compared with other scholarship programs such as the provision of "Special Program" designed for the purpose of providing a complementary program suitable for fellows of Pakistan, detailed educational and acceptance system, programs adding a value to study abroad such as planned provision of government officials networking event and other careful support programs provided during their stay in Japan, such as regular monitoring meeting and so on.

Another appeal point would be the fact that JDS enables each fellow to learn about Japan's development experience through the "JICA Program with Universities for Development Studies (JProUD)", currently worked on by JICA, in addition to engaging in research in his/her specialized area.

(5) Cooperation with other ODA projects

To implement JDS as one of the ODA projects in Pakistan, it is important to cooperate with other ODA projects, from the viewpoint of being a "contribution for the development" instead of just a scholarship for studying abroad. It is essential that dissemination of this project information among the representatives of JICA Pakistan office and JICA experts, encouragement of competent human resources of the counter parts of the projects to apply for JDS, utilization of alumni networks, etc..

Therefore, it is proposed to use the following matrix to study the projects to cooperate with and share this information among relevant parties in the JDS project. For example, it would be effective to strengthen the capacity of the officer who is involved in industrial promotion and investment climate development through obtaining a degree at a Japanese graduate School under the JDS project while coordinating with an Investment Climate Improvement Advisor to BOI in order to cultivate human resources for enhancement of industrial promotion and investment climate.

Table 21: Matrix to Promote Collaborations with Other JICA Projects (example)

Component	Accepting university	Project	Expected research theme
Enhancement of Public Administration and Finance	<ul style="list-style-type: none"> • Ritsumeikan Asia Pacific University • International University of Japan 	<ul style="list-style-type: none"> • Investment Climate Improvement Advisor • Custom Modernization Support Project 	<ul style="list-style-type: none"> • Financial Operation/Management • Public Policy Design/ System Design
Enhancement of Energy Policy and Implementation	<ul style="list-style-type: none"> • Kyusyu University • Hiroshima University 	<ul style="list-style-type: none"> • Project for Improvement of Training Capacity on Grid System Operation and Maintenance • Project on Strengthening the System and Operation on Standards and Conformance for Energy Efficiency and Labeling • The Project for Improvement of Training Capacity on Grid System Operation and Maintenance 	<ul style="list-style-type: none"> • Economic Policy Design and System Construction of Energy Field • Smart-grid Technology • Clean Coal Technology • Safe Nuclear Power Technology
Enhancement of Industrial Promotion and Investment Climate and Trade	<ul style="list-style-type: none"> • International University of Japan • International Christian University 	<ul style="list-style-type: none"> • Investment Climate Improvement Advisor • Automobile Industry Development Advisor • Trade Policy Advisor • The Project for Technical Support to Auto Parts Manufacturing Industry • Project for Skills Development and Market Diversification (PSDMD) of Garment Industry of Pakistan 	<ul style="list-style-type: none"> • Promotion Policy for Manufacturing Industry • Economic Policy Design and System Construction of Investment/Export Promotion
Enhancement of Agriculture, Water Resources and Rural Development	<ul style="list-style-type: none"> • Hiroshima University • Ritsumeikan University 	<ul style="list-style-type: none"> • The Project for Capacity Development of Agriculture Extension Services in Balochistan Province • The Project on Sustainable Livestock Development for Rural Sindh • Punjab Irrigation System Improvement 	<ul style="list-style-type: none"> • Agricultural Policy • Agricultural Economy and Agribusiness • Community Development • Crop, Fruits Production and Food Processing • Livestock Science • Watershed Management and Integral Water Resource Management
Strengthening Disaster Management Capacity	<ul style="list-style-type: none"> • Hiroshima University 	<ul style="list-style-type: none"> • Project for Capacity Development of Disaster Management • The Project for Establishment of Specialized Medium Range Weather Forecasting Center and Strengthening of Weather Forecasting System • The Project for Installation of Weather Surveillance Radar at Karachi • The Project for Installation of Weather Surveillance Radar at Multan • The Strategic Strengthening of Flood Warning and Management Capacity of Pakistan (UNESCO cooperation) 	<ul style="list-style-type: none"> • Disaster Risk Assessment and Disaster Advance Prevention Investment Plan Design • Comprehensive Watershed Management (Method for reducing Flood Damage) • Enlightenment of Awareness of Disaster Risk Management and Spread Knowledge, Experiences

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 projects or complement it with other projects.

It is proposed that the JICA office will share a list of young officers who previously participated in JICA Knowledge Co-Creation Programs (training courses) as this could be used to locate potential JDS candidates.

(6) Gender Consideration

This preparatory survey investigated the national gender policy and civil servants' gender policy in Pakistan, gender consideration measures taken under the civil service system, and other matters in accordance with the JICA's gender policy. As a result of survey, it was found that gender considerations will be required for the JDS project in Pakistan.

The main project will be commenced around July 2018. When determining the overall policy for the project for fiscal year 2018 in the first Operating Committee, it is important to examine the policy for promoting female participation in the JDS project as well as the method thereof in consideration of the results of this preparatory survey, and then to consult and agree with the Pakistan side. Particularly for the method of recruiting female candidates, it is important to examine the measures by other countries implementing the JDS Project, such as the case of Nepal where the application guidelines state "JDS encourages female applicants to apply" or the case of Tajikistan where special explanatory meeting only for female applicants is held, or by taking into account the measures taken by other donors and hearing opinions of the persons concerned with the JDS project.

The female Director General of FPSC, who studied in the Graduate School of Kyushu University and the Graduate School of Osaka University in Japan, had a positive idea about female officers studying abroad. It was confirmed that several female civil servants who studied in Japan were actively playing key roles of the government. It is important to request these female civil servants having experience in studying in Japan to participate in explanatory meetings and share information about the advantages of studying in Japan, challenges for women who study aboard, and the method of solving them, and thereby develop the environment that encourages female civil servants to make an application.

(7) Preparation for Dispatching Fellows

As mentioned in "1-3. Civil Servants' Career Paths and Human Resources Training Status", the Planning & Development Department acting as the government's training contact point receives all applications for overseas training programs from civil servants. The Planning & Development Department issues the "Non Objection Letter" to those who have been selected for overseas training programs. Civil servants cannot travel overseas without this letter and therefore it is necessary to cooperate with the EAD to ensure that the letter is smoothly issued to the selected

candidates as the JDS fellows through the screening process.

In addition, civil servants are required to sign an Assurance Bond (written oath) issued by the EAD before going abroad for training or study and thereby promise to return to work for the government after completing the study abroad. It is necessary to ensure that the Assurance Bond is issued smoothly before the fellows come to Japan.

(8) Necessity of an Enrichment Program and Direction for Special Programs

From the ministries and agencies which were visited by the survey team during the field survey, they proposed that it will be useful if internships are conducted in ministries and agencies and private companies, etc. during the two-year stay in Japan. In terms of capacity building of JDS fellows and building human relationship which is a basis for good bilateral relations, and differentiation from other scholarship programs, further effort should be promoted for this kind of engagement which will add value is expected. Then, 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.

(9) 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 Pakistan in the future. In the course of this field survey, the survey team had the opportunity to meet with Pakistani who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed 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 is not enough to deepen their understanding of the Japanese and Japanese culture. This period 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.

(10) Unified Operation of Network Construction and Follow-up Schemes, and the Roles of the Agent

i) Measures to be Implemented during Students' Stay in Japan to Aid in Post-return Follow-up

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

In order to conduct continuous follow-up, MEXT Scholarship Alumni Association of Pakistan (MAAP) and Australia Awards Alumni (AAA-Pakistan), Chevening Alumni Association of Pakistan (CAAP) 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.

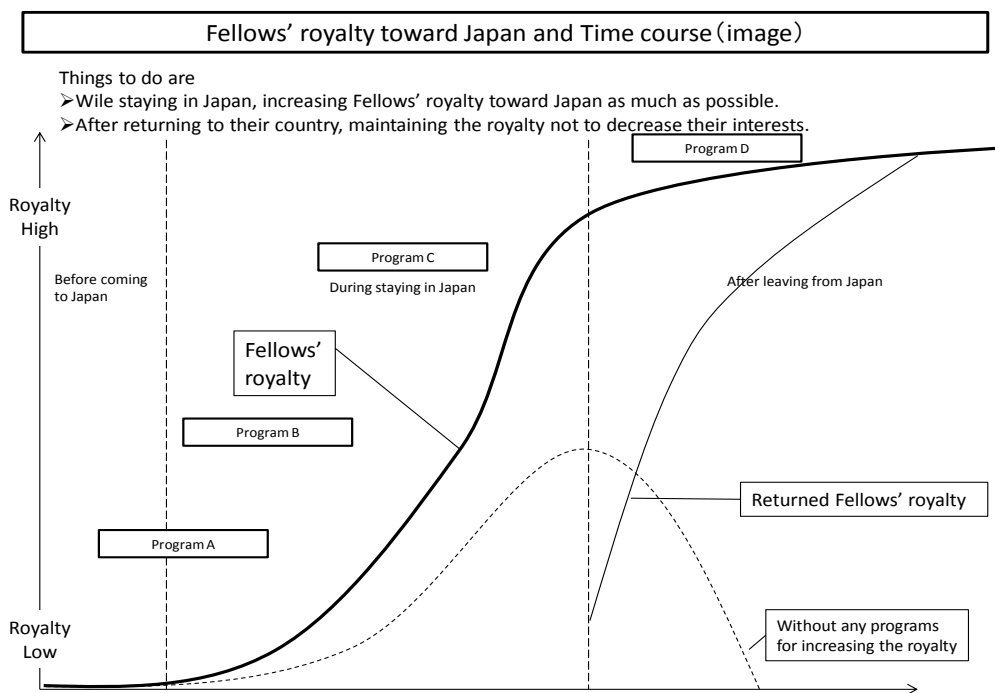


Figure 14: Fellows' Royalty toward Japan and Time Course (image)⁴⁷

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 Pakistan 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.

iv) Roles to be Performed by the 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

⁴⁷ Made by the consultant.

between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the 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 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 agent as mediator to serve in matching and networking between fellows and concerned persons.

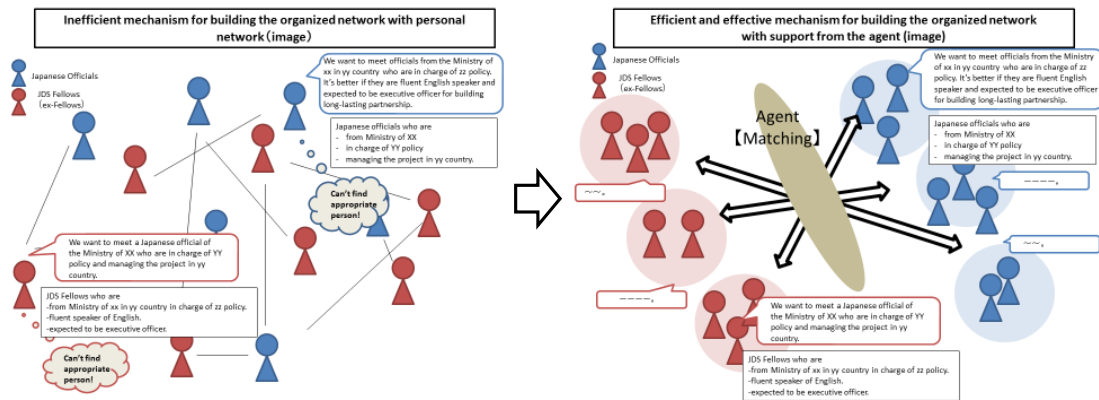


Figure 15: Roles as a Mediator by the Agent⁴⁸

(b) Firm Network Foundation with JDS Fellows

The 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 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 agent and the JDS fellows have a trust relationship and therefore the JDS fellows can contact the 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.

The role to be played by the 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.

⁴⁸ Made by the consultants.

(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 low⁴⁹. 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 Cooperation⁵⁰.

It is important to inform them that the students from the ministries involved in the projects developed by each ministry in Pakistan 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 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 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 Pakistan.

3-6. Conclusion

In this preparatory survey, the framework of the JDS was agreed with the objectives of the JDS and political and social background in Pakistan in mind, while understanding the national development plan of Pakistan and prioritized development issues. Also, based on the features of the civil servant system of Pakistan, the additional research was conducted in order to validate the situation of each target organization such as its role and mandates, necessity of human resource development in priority area/development issue and the number of potential JDS candidate. Based on the results, project scale of the JDS as a 4 batches in one package and basic plan of each sub-program were formulated. Accordingly, it is highly valid to implement the JDS project in Pakistan and adequate with its significance.

⁴⁹ Questionnaire of “Asian Government Leaders Networking Event” sponsored by JICE

⁵⁰ Cabinet Office, Government of Japan, 16th Economic Cooperation Infrastructure Conference

The ministries that the survey team visited in Pakistan also had high expectations for the JDS project, showing that JDS project would develop the capacity of young civil servants. It could be confirmed that the project met the needs of the government of Pakistan.

Moreover, the Establishment Division, a member of the Operating Committee from the Pakistan side is the main organization for policy planning of the civil service system of Pakistan and has influence on the personnel affairs of government organizations. Therefore the framework of the Pakistan side is firm and reassuring.

This preparatory survey investigated particularly the characteristics of the civil service system of Pakistan. In short, the survey collected information and performed analysis for the purpose of designing the framework to enable the JDS project to achieve its objectives under the civil service system of Pakistan and be utilized for human resource development of the government of Pakistan.

Before the implementation of this preparatory survey, it was recognized that officers in Pakistan were transferred every few years among government organizations. On the other hand, there is no document that conducted the thorough study particularly on the recent civil service system of Pakistan. For this reason, the information and analysis acquired by this survey are expected to be greatly utilized for the launch and implementation of the JDS project in or after July 2018. In addition, through this survey the survey team could acquire the information on human resource development needs and other points from the ministries and agencies that act as a major counterpart of the JICA Pakistan Office. In this regard, it is also expected if these survey results are utilized as references not only for the JDS project but also for other training projects and human resource development projects.

End

List of Appendixes

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

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Ms. Tomomi ORITA	Leader	Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
Ms. Maho MATSUBARA	Cooperation Planning	Assistant Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
<Consultants>		
Ms. Wakako HASHIMOTO	Human Resource Development Planning	Assistant Director International Student Programs Division, International Student Programs Department I, JICE
Mr. Tokuya KANAMORI	Overseas Study Planning	Staff International Student Programs Division, International Student Programs Department I, JICE
Ms. Naomi YAMAMOTO	Needs Study	Researcher Economic & Social Development Department, International Development Center of Japan

Flowchart of the Preparatory Survey for JDS

	Field Survey	In Japan	Accepting University
2017 Aug.	Mar ~Aug (JICA/Embassy/MOFA) - Formulation of the list of target areas and development issues (Sub-Program/ Component)		
Sep.		Sep. Request Survey of accepting	
Oct.		Oct. - Contract with a consulting firm for the survey	Sep.-Oct. Preparation as submission of proposal
Nov.	Examine proposal from universities by JICA Office	Nov. Review of proposals from universities(JICA) - Evaluation of proposals - Consideration for the draft of accepting universities	
Dec.	Nov. - Survey on the need and achievements of JDS Project by Consultant		
	Dec.-Feb. 【Agreement on the program framework】 (OC/JICA Survey Team)		
2018 Jan.	Agreement on - implementing structure - JDS sub-program, components - target organizations - accepting universities and each number of slots - recruitment and selection method	Jan. - Preparation for the outline design of the budget Feb. - Submission of the report on the budget to Ministry of Foreign	
Feb.		Feb. - Formulation of the basic plan for	
Mar.	Mar. - Explanation of the basic plan for the target priority areas to the government of Pakistan	Mar. - Notification of the result of the selection to accepting universities (JICA) Mar. - Preparation of the draft report on the preparatory survey	Mar. - Receive selection results - Preparation for receiving
Apr.		Apr. - Finalization of the report on the preparatory survey	
Flow after Preparatory Survey			
	May. - Exchange of Note [E/N] - Grant Agreement [G/A]	End of May. - Approval by Japanese Cabinet for JDS Project in JPY 2018	
	Aug. -Recruitment of JDS Fellows Nov. - Document Screening Dec.-Feb. -Technical Interview		
2019		Aug. - Fellows arrival in Japan - Briefing and Orientation	Sep. - Enrollment to universities

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

List of Contact Persons

1. Discussion on the Minutes

Date and Time	Contact Persons	Remarks
2017 December 12 th (Tue.) 10:00-11:30	<ul style="list-style-type: none"> ■ Economic Affairs Division - Asghar Ali, Deputy Secretary - Muhammad Iqbal, Section Officer 	Discussion with the Operating Committee Members
December 12 th (Tue.) 12:00-13:00	<ul style="list-style-type: none"> ■ Establishment Division - Mr. Anjum Bashir Sheikh, Joint Secretary - Mr. Liaquat Ali, Deputy Secretary, Training Wing - Mr. A. D. Bhanbhro, Section Officer, Training - 3 - Mr. Muhammad Shahid Dayo, Training Wing 	
December 12 th (Tue.) 14:00-15:00	<ul style="list-style-type: none"> ■ Embassy of Japan in Pakistan - Mr. Akinobu Kuwamura, First Secretary - Mr. Teppei Nakagawa, First Secretary 	
December 12 th (Tue.) 15:30-16:30	<ul style="list-style-type: none"> ■ JICA Pakistan Office - Mr. Yasuhiro Tojo, Chief Representative - Ms. Michino Yamaguchi, Senior Representative - Mr. Shinji Nagasawa, Representative - Mr. Takuya Sei, Representative 	
December 19 th (Tue.) 15:00-16:00	<ul style="list-style-type: none"> ■ Economic Affairs Division - Mr. Asghar Ali, Deputy Secretary 	Discussion on the 2 nd Operating Committee Members
December 20 th (Wed.) 16:30-17:30	<ul style="list-style-type: none"> ■ Establishment Division - Mr. A. D. Bhanbhro, Section Officer, Training - 3 	

2. Visit to expected Target Organizations

Date and Time	Contact Persons	Remarks
December 7 th (Thu.) 11:00-12:15	<ul style="list-style-type: none"> ■ Federal Public Service Commission - Mrs. Raheela Tajwar, Director General - Mr. Tahir Iqbal, Chief of IT 	Expected Target Organizations
December 8 th (Fri.) 14:00-16:00	<ul style="list-style-type: none"> ■ Board of Investment - Mr. Sohail Ahmad, Director General - Mr. Amir Sultan Akhun Khel, Director General - Mr. Muhammad Faisal Khokar, Deputy Director - Mr. Zahid Sultan, Assistant Director 	
December 14 th (Thu.) 12:00-13:00	<ul style="list-style-type: none"> ■ Federal Board of Revenue - Mr. Aftab Alam, Chief (IR-Operations) - Mr. Khurshid Ahmed Khan Marwat, Chief (HRM) - Mr. Riaz Khan Burki, Member (HRM) 	

<p>December 15th (Fri.) 11:00-12:00</p>	<ul style="list-style-type: none"> ■ Ministry of Commerce and Textile - Ms. Anjum Asad Amin, Additional Secretary - Mr. Taimur Tajammal, Joint Secretary - Mr. Khalid Hanif, Deputy Secretary (WTO) - Mr. L. D. Khan, Deputy Secretary (Admin & Finance) - Mr. Rizwan ul Haq, Deputy Secretary - Mr. Salman Jamil, Deputy Secretary - Mr. Shafiq Shahzad, Deputy Secretary 	<p>Expected Target Organizations</p>
<p>December 15th (Fri.) 15:00-16:00</p>	<ul style="list-style-type: none"> ■ Board of Investment - Mr. Rifat Parvez, Director General (Policy) - Mr. Zuhfran Qasim, Director (Policy) - Mr. Muhammad Naeem, Deputy Director (Administration) - Mr. Atif Noor Khan, Deputy Assistant Director 	
<p>December 15th (Fri.) 16:30-17:30</p>	<ul style="list-style-type: none"> ■ Ministry of Planning and Development, Reform - Mr. Nadeem Ahmed Bhatti, Deputy Secretary (Establishment) - Mr. Aamir Irshad, Chief (Food & Agriculture Planning) - Mr. Arshad Maqsood, Chief (Energy) - Dr. Gul Muhammad Laghari, Chief (S&T, MO) - Mr. Muhammad Anwar Hussain, Chief (Physical Planning & Housing) - Mr. Mumtaz Ali Shaikh, Chief (Education Section) - Dr. M. Nadeem Javaid, Chief Economist - Mr. Javed Sikandar, Deputy Chief (In charge) Governance Section - Mr. Nisar Ahmed, Deputy Chief (Social Welfare Section) - Mr. Riaz Ahmed, Deputy Chief - Mr. Shahid Naeem, Deputy Chief (Planning Commission) - Mr. Faisal Ali Baloch, Assistant Chief (Environment) - Mr. Hamid Mehmood, Assistant Chief - Ms. Zainab Bibi, Research Officer (Manpower) - Ms. Iqra Tariq, Research Officer - Ms. Ayesha Javed - Dr. Muhammad Afzal 	
<p>December 18th (Mon.) 12:45-13:15</p>	<ul style="list-style-type: none"> ■ National Institute of Genomics and Advance Biotechnology (NIGAB) - Dr. Aish Muhammad, Principle Scientific Officer (NIGAB) - Dr. Ghulam Muhammad Ali, Director General, NDAC (PARC) - Dr. Nadeem Amjad, Member (C&M) & Director General AED (PARC) - Mr. Muhammad Zaheer ul Ikram, Director (HRD) (PARC) - Mr. Maqsood Shahbaz, Director, PR&C (PARC) 	
<p>December 18th</p>	<ul style="list-style-type: none"> ■ National Disaster Management Authority (NDMA) 	

(Mon.) 14:30-15:30	<ul style="list-style-type: none"> - Mr. Raza Iqbal, Director, DRR Implementation - Mr. Idrees Mashud, Member, DRR 	Expected Target Organizations
December 19 th (Tue.) 14:00-15:00	<ul style="list-style-type: none"> ■ Ministry of Food Security and Research - Dr. Javed Humayun, Senior Joint Secretary - Mr. Ehsan ul Haq, Deputy Secretary - Mr. Muhammad Altaf Sher, Director (IC) - Mr. Muhammmad Aslam Zahid, Section Officer 	

3. Visit to Other Organizations

Date and time	Contact Persons	Remarks
December 11 th (Mon.) 12:00-13:00	<ul style="list-style-type: none"> ■ JICA Alumni Association of Pakistan (JAAP) - Prof. Syed Ahmad Ali Shah, President, JICA Alumni Association of Pakistan - Ms. Bushra Ahmed, Director, Social AID-Pakistan 	Information Concerning Alumni Activities in Pakistan
December 13 th (Wed.) 15:00-16:00	<ul style="list-style-type: none"> ■ Board of Investment - Ms. Yuko Tanaka, JICA Expert 	Information Concerning Economic Condition and Needs of Human Resources in Pakistan
December 13 th (Wed.) 18:00-19:00	<ul style="list-style-type: none"> ■ Korea International Cooperation Agency (KOICA) in Pakistan - Mr. Andan Wadood, Program Officer 	Organizations Related to Scholarship Programs in Pakistan
December 18 th (Mon.) 11:40-12:15	<ul style="list-style-type: none"> ■ Australian High Commission - Ms. Hannah Birks, Second Secretary - Mr. Omer Mirza, Senior Program Officer 	
December 20 th (Wed.) 12:00-12:30	<ul style="list-style-type: none"> ■ JICA Pakistan Office - Mr. Yawar Aftab, Representative 	Information Concerning Safety Management in Pakistan
December 20 th (Wed.) 14:00-15:00	<ul style="list-style-type: none"> ■ Embassy of Japan in Pakistan - Mr. Katsunori Ashida, First Secretary (Head of Public Affairs) - Ms. Yukiko Ban, Third Secretary 	Information Concerning MEXT Research Scholarship Program

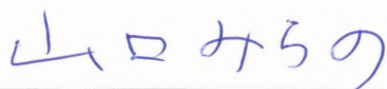
**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE ISLAMIC REPUBLIC OF PAKISTAN**

In response to a request from the Government of the Islamic Republic of Pakistan (hereinafter referred to as "Pakistan"), 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 Pakistan.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by Michino Yamaguchi, Senior Representative, JICA Pakistan Office to Islamabad from December 11 to 22, 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 both parties reached an agreement on the JDS Project as attached hereto.

Islamabad, December 27, 2017



Michino YAMAGUCHI
Leader
Preparatory Survey Team
JICA Pakistan Office



Syed Mujtaba HUSSAIN
Joint Secretary
Economic Affairs Division,
Ministry of Finance, Revenue and Economic
Affairs
The Government of the Islamic Republic of
Pakistan

I. Objective of the Preparatory Survey

The Pakistan side understood the objectives of the Preparatory Survey explained by the Team referring to ANNEX 1 “Flowchart of the Preparatory Survey”.

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from Japanese fiscal year 2018 to 2021 to be implemented under Japan’s grant aid
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for civil servants in Pakistan
- (3) To explain the outline of the JDS Project to the relevant parties of Pakistan
- (4) To estimate overall costs of the first cycle, that is a period of five years, of the JDS Project

II. Objective of the JDS Project

The objective of the JDS Project is to support human resource development in recipient countries of Japanese Grant Aid, through highly capable, young civil servants and others, who are expected to engage in formulating and implementing social and economic development plans and are expected to become leaders in their countries, by means of accepting them in Japanese universities as JDS Fellows. Moreover, the Project aims to strengthen the partnership between their countries and Japan.

JDS Fellows accepted by the Project will acquire expert knowledge, conduct research, and build human networks at Japanese universities, and are expected to use such knowledge after returning to their work, to take an active role in solving practical problems of the social and economic development issues that their countries are facing.

III. Framework of the JDS Project

1. Project Implementation under the Operating Guidelines

The Pakistan side confirmed that the JDS Project is implemented under the framework described in the “Operating Guidelines of the Project for Human Resource Development Scholarship (ANNEX 2)” and “Flowchart of JDS Project for the Succeeding Four Batches (ANNEX 3)”.

2. Implementation Coordination

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

(1) Implementing Organization

Economic Affairs Division, Ministry of Finance, Revenue and Economic Affairs (hereinafter referred to as “EAD”) is responsible for administrative matter of the JDS Project, and therefore EAD is regarded as the Implementing Organization.

(2) Operating Committee (hereinafter referred to as "O/C")

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

Pakistan side

- EAD (Chair)
- Establishment Division, Cabinet Secretariat

Japanese side

- Embassy of Japan in Pakistan
- JICA Pakistan Office (Co-chair)

3. Target Areas of the JDS Project

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

Priority Area as Sub-Program 1 :

Improvement of Economic Infrastructure

Development Issue as Component

- 1-1. Enhancement of Public Administration and Finance
- 1-2. Enhancement of Energy Policy
- 1-3. Enhancement of Industrial Promotion, Investment Climate and Trade
- 1-4. Enhancement of Agriculture, Water Resources and Rural Development

Priority Area as Sub-Program 2 :

Ensuring human security and improvement of social infrastructure

Development Issue as Component

- 2-1. Strengthening Disaster Management Capacity

4. Target Organizations

Both parties agreed to select the candidates of the JDS Project from civil servants mainly from the target organizations in accordance with the allocated Component mentioned above. The target organizations shall be discussed during the next survey in February 2018, and be finalized at the O/C meeting before starting recruitment based on the tentative list of target organizations (ANNEX 4).

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

The total number of JDS Fellows for the first batch in Japanese fiscal year 2019 shall be at eighteen (18) and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2019 to 2022.

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

Pakistan side agreed that the Team will select and propose suitable universities based on eligibility of proposals to the target areas, and the universities shall be agreed during the next survey in February 2018.

de
JK

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

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

8. Basic Plan for Each Component

The Team explained a Basic Plan for each component (ANNEX 5), which included the background, project objectives, summary of the activities of the project and other, would be prepared for mutual understanding of both parties during the Preparatory Survey.

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

IV. Undertakings of the Project

Both parties confirmed the undertakings of the Project as described in Annex 6. Both parties agreed that EAD shall prepare PC-2/ concept clearance from the Planning Commission before conclusion of E/N and G/A of JDS.

The Government of Pakistan shall open the Bank Account (Banking Arrangement: B/A) after signing on G/A. Within the framework of the JDS project, the Bank Account shall be opened for each G/A per batch of JDS Fellows.

V. Important Matters Discussed

1. Selection of the JDS Fellows

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

2. Monitoring and Evaluation

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

3. Disbursement Procedure

Disbursement procedure shall be taken based on the Authorization to Pay of the Project according to the Grant Agreement for each project. The disbursement schedule shall be based on each term of the project as the Team explained. The disbursement report as around amount will be submitted to EAD by the agent twice per year.

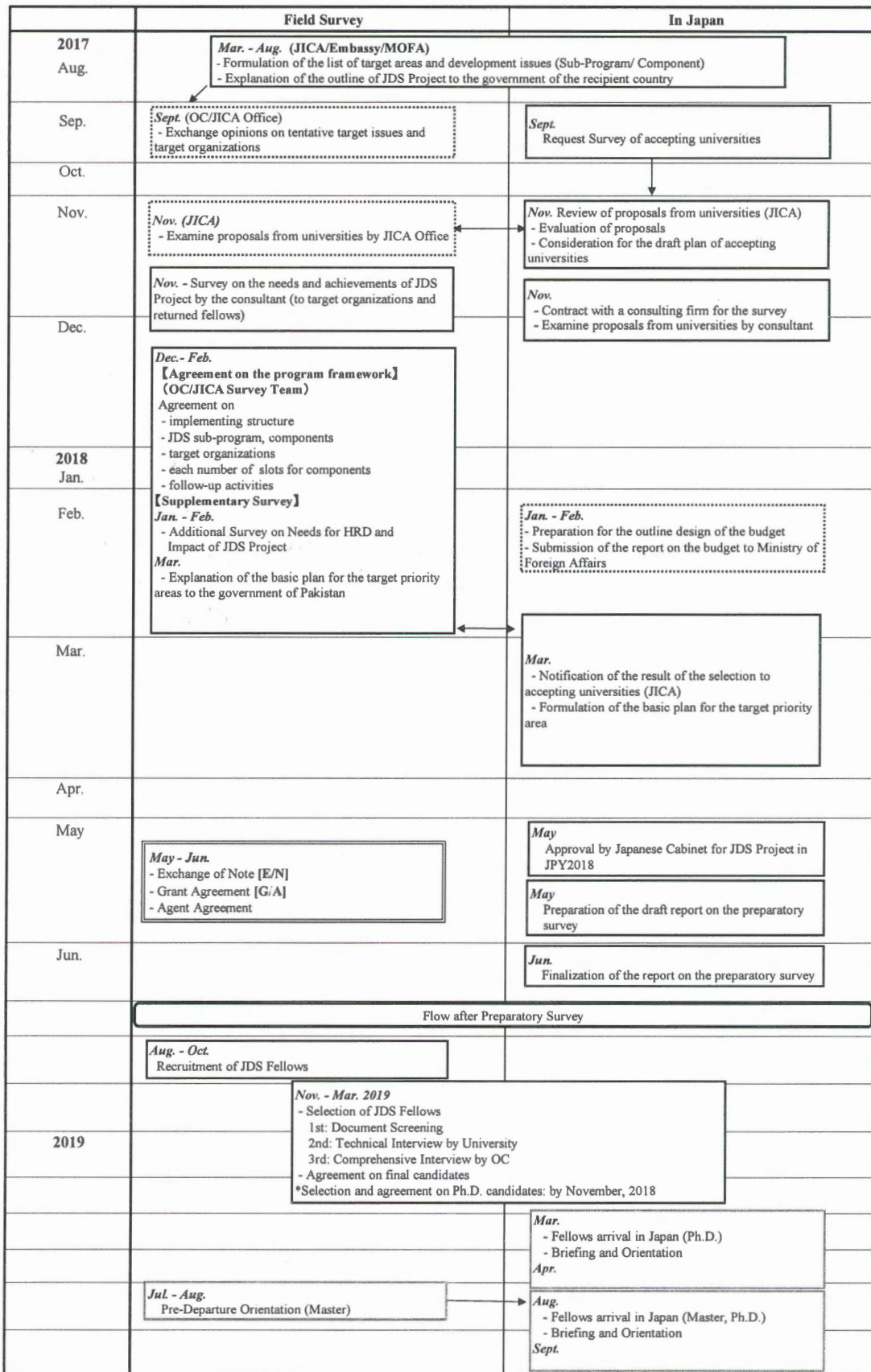
Agent fee shall be deducted under JICA standard procedure.

- ANNEX 1: Flowchart of the Preparatory Survey
- ANNEX 2: Operating Guidelines of the Project for Human Resource Development Scholarship
by Japanese Grant Aid (JDS) under the New System
- ANNEX 3: Flowchart of JDS Project for the Succeeding Four Batches
- ANNEX 4: Design of JDS Project for the Succeeding Four Batches (Draft)
- ANNEX 5: JDS Basic Plan for the Target Priority Area (Draft)
- ANNEX 6: Undertakings of the Project (Draft)

JK

du

Flowchart of the Preparatory Survey



JK

dno

Operating Guidelines of the Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS) under the New System

July, 2015

Japan International Cooperation Agency (JICA)

These operating guidelines apply to the Project for Human Resource Development Scholarship, which starts in/after Japanese fiscal Year 2015 under the New System.

PART 1 Basic Principles

1. Preface

The purpose of the Project for Human Resource Development Scholarship (hereinafter referred to as the “JDS”) is to support human resource development in developing countries that receive Japanese grant aid (hereinafter referred to as “recipient countries”) through accepting highly capable, young government officials and others, who are expected to engage in formulating and implementing social economic development plans and are expected to become leaders in their countries, by means of accepting them in Japanese universities as JDS fellows. Moreover, the Project aims to strengthen the partnership between their countries and Japan.

JDS fellows accepted by the Project will acquire expert knowledge, conduct research, and build human networks at Japanese universities, and are expected to use such knowledge after returning to their work, to take an active role in solving practical problems of the social and economic development issues that their countries are facing.

Many of the issues of developing countries cannot be solved through the efforts of these countries alone, and thus responses amid a framework of international cooperation are vital. Furthermore, these responses cannot be separated from the actual development sites that are constantly trying to find solutions. This is why the JDS Project is expected to develop human resources that are capable of tackling development issues within the framework of international cooperation, including actual development sites.

These guidelines prescribe general guiding principles which are to be followed regarding the operation of the JDS Project as a whole. They are to be based on the Exchange of Notes (hereinafter referred to as the “E/N”) concluded with the government of the recipient country when the Japanese government approves the implementation of grant aid (hereinafter referred to

as the “Grant”). Also, they are to be based on the Grant Agreement (hereinafter referred to as the “G/A”) concluded between the government of the recipient country when the Japan International Cooperation Agency (hereinafter referred to as “JICA”) provides funds.

2. Overview of the JDS Project

(1) Basic Concept

- (a) JDS is designed to foster exceptional human resources capable of working to resolve various development challenges in the recipient countries in future by imparting advanced expertise to JDS fellows through studying at Japanese universities. The recruitment, selection, and dispatch of JDS fellows shall be conducted based on mutual agreement of the concerned officials from recipient countries and Japan.
- (b) JDS contributes to strengthen the partnership between Japan and the recipient country by graduating a wide range of fellows who have deep understanding about Japan.
- (c) The courses offered by the JDS are basically master’s course with considering the applicability and duration of study, but limited number of doctor’s courses could be also offered when the proper needs for the human resource development in more advanced level as well as appropriate candidates are identified.
- (d) The language of study shall, in principle, be English. This is based on the recognition that efforts to solve the development issues that developing countries face are undertaken under international cooperation frameworks and on the assumption that ex-JDS fellows will be active on the international stage after their return to their home countries.
- (e) For the purpose of the JDS Project which is to support human resource development, targeting highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in future, the main fields of study are categorized in “Social Science” such as Law, Economics, Public Policy.

(2) JICA

JICA will perform necessary operations for the implementation of the JDS Project pursuant to international agreement in accordance with the relevant laws and ordinances of Japan.

(3) Implementing Organization

A designated authority of the government of the recipient countries shall take on a role of the Implementing Organization for JDS Project.

The Implementing Organization shall enter into contracts on the services for the JDS Project with an agent recommended by JICA.

(4) The Consistency with the Framework of Japan's Country Assistance Policy

The priority fields of study shall be selected by each government of recipient countries and JICA among the study fields which are regarded as highly effective to cooperate in implementing the JDS Project, in a point of view that the JDS Project shall be consistent with the framework of Japan's Country Assistance Policy determined by the Ministry of Foreign Affairs of Japan.

(5) Japanese Accepting Universities

JICA shall enquire Japanese universities; about educational programs suitable to the recipient countries' needs in each priority fields of study and select universities which offer most suitable educational programs as prospective accepting universities. JICA shall consult with the recipient countries' governments on selecting the university for JDS fellows among the prospective accepting universities above, and determine the accepting universities.

(6) Eligible Organizations

Organizations which are eligible for the JDS Project shall be determined in each priority fields of study unless determination of eligible organization is inappropriate due to country's government official system, in such a case as personnel rotation among organizations are commonly practiced. Several eligible organizations may be determined in each priority field of study.

The eligible organizations are required to cooperate in consultation with accepting universities, and in drafting the basic plan of the field of study.

Also, the Eligible Organizations are required to cooperate in inviting the applications from suitable persons among their officials.

(7) Preparatory Survey

Prior to the implementation of the JDS Project in the recipient countries, JICA shall conduct a preparatory survey. The preparatory survey shall be conducted every four year period to design the JDS Project for the period ("A batch of" : JDS fellows shall be accepted in each fiscal year of the four-year period constitutes one cycle of the JDS Project).

The major objectives of the preparatory survey shall be as follows¹:

¹ The following items are included in the preparatory survey started by July, 2015.

JR

due

- (a) To agree on priority fields of study for JDS fellows,
- (b) To agree on accepting Japanese universities,
- (c) To agree on eligible organizations of each priority field of study,
- (d) To identify the needs for human resource development including number of potential candidates for the JDS Projects
- (e) Discussion on measures for promoting meaningful outcome from the JDS Project,
- (f) Finding the outcomes from the JDS Project, in the case where the Project continues, and
- (g) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project.

(8) The Agent

After the conclusion of the E/N and G/A, JICA shall recommend the contractor of the preparatory survey as an agent (hereinafter referred to as “the Agent”) to the recipient country. The Agent, in accordance with a contract concluded with the Implementing Organization in the government of the recipient country, shall perform the following duties toward smooth implementation of the JDS Project:

- (a) To work on the recruitment and selection procedures of JDS candidates,
- (b) To provide JDS candidates with information on study in Japan,
- (c) To carry out matriculation procedures and make arrangements for trips to Japan for JDS Fellows,
- (d) To handle payment of tuition fees and scholarships,
- (e) To provide pre-departure and after arrival orientation on JDS before/after arrival in Japan to JDS fellows,
- (f) To monitor academic progress and living conditions of JDS fellows,
- (g) To organize JDS fellows’ returning program which consists of support for necessary procedure on JDS fellows’ returning, Evaluation meeting on JDS program upon the graduation, meeting for reporting the results after JDS Fellows’ returning to their respective countries, and
- (h) To perform other duties necessary for JDS Project implementation.

(9) The Operating Committee

An Operating Committee shall be set in each recipient country towards the smooth implementation of the JDS Project.

The Operating Committee (hereinafter referred to as “the Committee”) shall consist of

-
- (f) To select the candidates for the first batch
 - (g) To prepare the basic plan of each priority field of study

government officials from related organizations of the recipient country (e.g.: diplomatic authorities, authorities in charge of economic cooperation, government official's personnel authorities, education authorities) and the relevant Japanese officials of Embassy of Japan and JICA. In principle, a representative of the government of the recipient country shall serve as chairperson, and a representative of the Government of Japan shall serve as vice chairperson. However, it shall be possible for representatives of the two governments to serve as co-chairpersons based on an agreement between the two governments. The chairperson (representative of the government of the recipient country) shall chair and manage Committee meetings. A JICA representative shall serve as the head of the Committee's secretariat, and shall handle all administrative duties of the Committee, including calling Committee meetings and taking meeting minutes.

The major roles of the Committee are as follows:

- (a) To discuss the JDS Project design in the preparatory survey,
- (b) To select JDS fellows from the candidates,
- (c) To encourage the recipient country in utilization of ex-JDS fellows and following up them, and
- (d) To review other aspects related to the management and implementation of the JDS Project.

(10) Number of JDS Fellows

The number of JDS fellows of each batch shall be agreed by the both governments and stipulated in the contract between the recipient country and the Agent accordingly. In principle, two to five fellows shall be admitted in a graduate school for each fiscal year.

(11) Scope of Expenses covered by the Grant

Expenses covered by the Grant shall be divided into the following two categories:

- (a) Expenses for the purchase of services necessary for implementing the JDS Project:
 - Expenses for recruitment and selection,
 - Expenses for pre-departure and after arrival orientation and arrangement in Japan,
 - Expenses for monitoring academic progress and living conditions of JDS fellows,
 - Expenses for JDS fellows' returning program which consists of support for necessary procedure on JDS fellows' returning, evaluation meeting on JDS program upon graduation, meeting for reporting the results after JDS Fellows' returning to their respective countries

- (b) Expenses necessary for the JDS fellows and accepting universities in Japan:
- Scholarships,
 - Allowances for travel to and from Japan,
 - Outfit allowances,
 - Accommodation allowances for rent,
 - Subsidiary allowances to purchase books,
 - Shipping allowances,
 - Traveling and seminar allowances,
 - Tuition fees,
 - Expenses for Special Program as customized activities provided for JDS fellows by accepting universities to maximize the impact of the Project, and others.

3. Qualifications and Selection of JDS Fellows

(1) Qualifications and Requirements

- (a) Nationality: Applicants must be citizens of the recipient country
- (b) Age: In principle, JDS fellows shall be between the ages of 22 and 39 (both inclusive) as of the first of April of the fiscal year of their arrival in Japan.
- (c) Applicants must not be serving in the military.
- (d) Persons who have strong will to work for the development of recipient countries after their return home.
- (e) Persons have acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible. Persons who are currently receiving or planning to receive another scholarship through other foreign assistance are ineligible as well.
- (f) JDS fellows must be in good health, both mentally and physically.
- (g) Persons who have English proficiency that is fluent enough for studying in Japan.

(2) Recruitment and Selection

(a) Recruitment and selection polices

- ① Eligible organizations of each priority field of study shall invite applications for the JDS candidates from its own officials and submit qualified candidates to the Implementing Organization or the authority agreed among the Operating Committee. Recruitment from the public by the recipient country shall not be precluded if recruitment from the public is deemed to be

JR

die

reasonable.

- ② The selection of JDS fellows shall be unequivocally based on overall evaluation to each person's academic abilities and the suitability of research plan to the development issues in recipient countries. The fellows shall be determined through an examination of the application documents and interviews.

(b) System for Selection

- ① The Committee shall administer all parts of the selection process, from the system for selection to determination of fellows.
- ② The Committee shall address the following issues:
- 1) Determination of specific method for selection of JDS fellows (including selection policy and selection criteria)
 - 2) Confirmation of the selection schedule
 - 3) Implementation and management of selection tests
 - 4) Determination of final candidates
- ③ After the accepting universities' admission approval for the candidates, the Committee shall determine JDS fellows.

4. Conditions for Study in Japan

(1) Benefits

(a) Scholarships

The Agent shall pay allowances, such as scholarships and tuition, directly to JDS fellows and accepting universities on behalf of the government of the recipient country in accordance with the contract signed with the recipient country. Each amount of the said allowances shall be specified separately.

(b) Term of Scholarship Payment, etc.

In principle, the scholarship shall be provided for the JDS fellow from his /her arrival date to the departure date after his/her acquisition of the scheduled degree within the initially scheduled period of study. In principle, the extension of the period of study shall not be accepted. The recipient country shall cancel payment of the scholarship and arrange the JDS fellow's early return to the recipient country in any of the following cases:

- ① A false statement has been found in the JDS fellow's application.
- ② The JDS fellow violates any article of his/her pledge to the recipient

country.

- ③ The JDS fellow is subject to disciplinary action by the university or has no prospect of academic attainment within the initially scheduled period of study.

(2) Obligation to report

During the JDS fellow's study period in Japan, the recipient country shall monitor JDS fellows' academic progress regularly with the assistance of the Agent, and report the results to JICA.

(3) Follow up

Because a key of the JDS Project is to create human networks and to encourage JDS fellows to help the recipient country achieve development issues in economic and social development in their countries after their return home, the recipient country shall conduct surveys on the JDS fellow' activities after their return and promote academic and cultural exchange with Japan.

Furthermore, the recipient country shall study ways of assigning JDS fellows to the work that provides them with the opportunity to play important roles in the central government, etc., after their return home.

PART 2 Contract with Agent and Verification

1. Recommendation of Agent

In order to implement the JDS Project smoothly, following the conclusion of the G/A, JICA shall recommend the consultant that undertakes the preparatory survey to the recipient country as the Agent.

2. Contract Procedure

Pursuant to the provisions of the E/N and the G/A, the government of the recipient country shall enter into an agent contract with the Agent set forth in the preceding article. The Grant is ineligible unless JICA duly verifies the contract. The contract shall be made in duplicate and be submitted to JICA for its verification by the government of the recipient country through the Agent.

3. References to the G/A

The agent contract shall refer to the G/A in a manner that it reads as follows:

“JICA extends its grant to the Government of (name of the recipient country) on the basis of the Grant Agreement signed on (date) between the Government of (name of the recipient country) and JICA concerning the Project for Human Resource

GR

due

Development Scholarship”

4. References to the number of JDS fellows

The agent contract shall refer to the number of JDS fellows for each fiscal year of the four-year period, with said number serving as the upper limit.

5. Scope of Service

The agent contract shall clearly state all purchase of the services to be implemented by the Agent under the Grant.

In the event that a contract includes services which are not covered by the E/N and the G/A, such a contract shall not be verified by JICA.

6. Period of Execution

The agent contract shall clearly stipulate the contract period. That period shall not exceed the period of validity of the Grant as prescribed in the G/A.

7. Contract Price

The total amount of the contract price shall not exceed the amount of the Grant specified in the E/N and the G/A. The contract price shall be precisely and correctly stated in Japanese yen in the Contract using both words and figures. If there is a difference between the price in words and that in figures, the price in words is deemed correct.

8. Verification of Contracts

The agent contract shall clearly state that it shall be verified by JICA to be eligible for the Grant in accordance with the provisions of the E/N and the G/A.

9. Payment Procedure

In accordance with the E/N and the G/A, the contract shall have a clause stating that "payment shall be made in Japanese yen through a Japanese bank under an Authorization to Pay (A/P) issued by the Recipient or its designated authority." Payment shall be made in accordance with the procedures of JICA.

Because the payment includes the JDS fellows' living expenses in Japan, due care shall be taken to ensure that the payment is made on the designated date in a timely manner. Thus, the government of the recipient country must issue an Authorization to Pay without delay.

JR

dko

10. Responsibilities and Obligations of the Recipient Country

The agent contract shall clearly state the responsibilities and obligations of the Recipient Country in accordance with the E/N and the G/A.

11. Amendments

If the agent contract requires amendment, it shall be made in the form of an Amendment to the Contract, referring to the contract presently in force identified by its verification date and number.

The Amendment to the Contract shall clearly state that:

- (1) all the clauses except that (those) which is (are) amended, remain unchanged.
- (2) the Amendment to the Contract shall be verified by JICA to be eligible for the Grant.

12. Project Modifications

The Grant shall be used properly based on the Contract between the Implementing Organization of recipient country and the Agent which is verified by JICA. If unpredicted circumstances, however, require any modifications of the project, as illustrated below except minor modifications, the recipient country through the Agent shall obtain prior consent from JICA. The prior consent for the modifications is conducted by JICA to ensure that the modifications for the project are appropriate and whether any modifications are required on the contract price or not, however it does not mean that JICA will assume the legal or technical responsibilities for the substance of the modifications.

- 1) significant change of dispatching numbers of JDS fellows;
- 2) change of sub-program (JDS priority area)

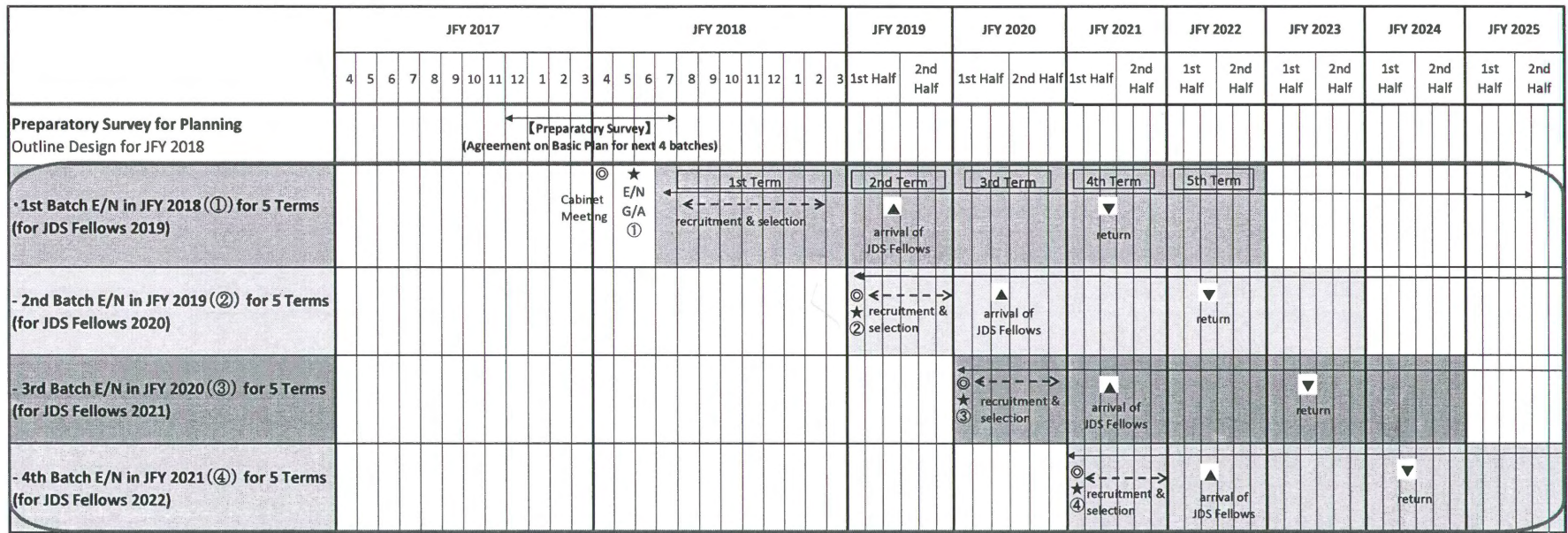
*If application of the Guidelines is inconsistent with the laws and regulations of the Government of the recipient country, the Government of the recipient country is requested to consult with JICA.

END

JK

duo

Flowchart of JDS Project for the Succeeding Four Batches



Project Period for 8 years

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

duo

SK

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

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Number of Fellows	Expected Theme of the Research / Possible Fields of Study	Tentative List of Target Organizations
1 Improvement of Economic Infrastructure	1-1 Enhancement of Public Administration and Finance	4	Possible Fields of Study: Financial Operation/Management Public Policy Design/System Design	Ministry of Finance, Revenue and Economic Affairs Ministry of Planning, Development and Reform Federal Board of Revenue Securities & Exchange Commission of Pakistan (SECP) State Planning Bureau
	1-2 Enhancement of Energy Policy	3	Possible Fields of Study: Economic Policy Design and System Development for Energy Field Smart-grid Technology Clean Coal Technology Safe Nuclear Power Technology	Ministry of Water Resources Ministry of Energy National Energy Efficiency & Conservation Authority (NEECA) Alternative Energy Development Board Pakistan Atomic Energy Commission National Electric Power Regulatory Authority (NEPRA) Oil and Gas Regulatory Authority (OGRA) Ministry of Climate Change
	1-3 Enhancement of Industrial Promotion, Investment Climate and Trade	4	Possible Fields of Study: Promotion Policy for Manufacturing Industry Economic Policy Design and System Development for Investment/Export Promotion and Trade	Ministry of Finance, Revenue and Economic Affairs Ministry of Planning and Development Ministry of Commerce Ministry of Industry Board of Investment (BOI) State Investment Bureau
	1-4 Enhancement of Agriculture, Water Resources and Rural Development	4	Possible Fields of Study: Agricultural Policy Agricultural Economy and Agribusiness Community Development Crop/Fruits Production and Food Processing Livestock Science Watershed Management and Integral Water Resource Management	Ministry of National Food Security & Research National Agricultural Research Centre (NARC) Ministry of Water Resources Pakistan Council of Research in Water Resource
2 Ensuring Human Security and Improvement of Social Infrastructure	2-1 Strengthening Disaster Management Capacity	3	Possible Fields of Study: Disaster Risk Assessment and Disaster Advance Prevention Investment Plan Design Comprehensive Watershed Management(Method for reducing Flood Damage) Enlightenment of Awareness for Disaster Risk Management, and Dissemination of Knowledge/Experiences	National Disaster Management Authority Pakistan (NDMA) Pakistan Meteorological Department (PMD) Federal Flood Commission (FFC) Provincial Disaster Management Authority (PDMA)
Maximum Number per year		18		

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: Islamic Republic of Pakistan
2. Target Priority (Sub-Program) Area:
3. Operating Committee:
 Pakistan Side: Economic Affairs Division, Establishment Division
 Japanese Side: Embassy of Japan in Pakistan, JICA Pakistan 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 Pakistan)

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

Relevant Projects and Training Programs of JICA Pakistan 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 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 Pakistan.

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(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

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 Pakistan in order for the smooth study/ research in Japan	
2) During study in Japan	
3) After return	
Utilization of outcome of research	

(6)-1 Inputs from the Japanese Side

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

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

1 batch X fellows × 4 years = X fellows
From the year 2019 (Until 2021) : X fellows, From the year 2020 (Until 2022) : X fellows
From the year 2021 (Until 2023) : X fellows, From the year 2022 (Until 2024) : X fellows

(7) Inputs from the Pakistan 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 Pakistan
- 2) Age: Below the age of X 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 X year probation period.
- 5) Eligible Officers:
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship
 - Those who have obtained a master's or higher degree overseas under the support of foreign scholarship
 - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

Undertakings of the Project (Draft)

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

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after signing on the G/A	EAD		
2	To appoint the head of representatives of the Recipient who will be a chairperson of the Committee	Within 1 month after signing on the G/A	EAD		
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing on the G/A	MOF		
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after receiving B/A from the Bank	MOF	-	
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A				
	1) Advising commission of A/P	Within 1 month after the signing of the agreement	EAD	approx. JPY6,000	
	2) Payment commission for A/P	Every payment	EAD	approx. 0.1% of the payment amount	approx. JPY 100,000 -200,000
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	EAD		
7	To organize the Committee meeting	During the Project	EAD		
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services be exempted.	During the Project	EAD		
9	To accord the Japanese physical persons and/or physical persons of third countries whose services may be required in connection with the supply of the products and/or the services such facilities as may be necessary for their entry into the country of the Recipient and stay therein for the performance of their work	During the Project	EAD		
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	EAD		
11	To give due environmental and social consideration in the implementation of the Project	During the Project	EAD		

(EAD: Economic Affairs Division, Ministry of Finance, Revenue and Economic Affairs. B/A: Banking Arrangement.

A/P: Authorization to pay)

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

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

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

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

Sub-Program	Component	University	Graduate School	Expected Number of JDS Participants					
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total	
1 Improvement of Economic Infrastructure	1-1 Enhancement of Public Administration and Finance	Ritsumeikan Asia Pacific University	Graduate School of Asia Pacific Studies	2	2	2	2	8	
		International University of Japan	Graduate School of International Relations	2	2	2	2	8	
	1-2 Enhancement of Energy Policy and Implementation	Kyusyu University	Interdisciplinary Graduate School of Engineering Sciences	2	2	2	2	8	
		Hiroshima University	Graduate School for International Development and Cooperation	1	1	1	1	4	
	1-3 Enhancement of Industrial Promotion and Investment Climate and Trade	International University of Japan	Graduate School of International Relations	2	2	2	2	8	
		International Christian University	Graduate School of Arts and Sciences	2	2	2	2	8	
	1-4 Enhancement of Agriculture, Water Resources and Rural Development	Hiroshima University	Graduate School for International Development and Cooperation	2	2	2	2	8	
		Ritsumeikan University	Graduate School of Life Science	2	2	2	2	8	
	2 Ensuring Human Security and Improvement of Social Infrastructure	2-1 Strengthening Disaster Management Capacity	Hiroshima University	Graduate School for International Development and Cooperation	3	3	3	3	12
	Total				18	18	18	18	72

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	Affiliated Organizations/ Institutions
		Number of staff	Ratio of BPS 17 and above (25-40 years old)				
1	Federal Board of Revenue	2051	32%	Federal board of Revenue which was erstwhile known as Central Board of Revenue (CBR) was created on April 01, 1924 through enactment of Central board of Revenue Act, 1924. Later in in 1944, a full-fledged Revenue Division was created under the Ministry of Finance. After independence on 1947and with the creation of Pakistan, this arrangement continued up to 31st August 1960 when on the recommendations of the administrative Re-organization Committee, FBR was made an attached department of the ministry of Finance. In 1974, further changes were made to streamline the organization and its functions. Consequently, the post of chairman FBR was created with the status of ex-officio additional Secretary and Secretary Finance was relieved of his duties as ex-officio Chairman of the FBR. In order to remove impediments in the exercise of administrative powers of a Secretary to the Government and effective formulation and implementation of fiscal policy measures, the status of FBR as a Revenue division was restored under the Ministry of Finance on October 22, 1991. However, the Revenue Division was abolished in January 1995, and FBR reverted back to the pre-1991 position, The Revenue division continues to exist since from December 01, 1998. It is the vision of FBR to be a modern, progressive, effective, autonomous and credible organization for optimizing revenue by providing quality service and promoting compliance with tax and related laws. Whereas the mission revolves around enhancing the capability of the tax system to collect due tax through application of modern techniques, providing taxpayer assistance and by creating a motivated satisfied, dedicated and professional workforce. In short, FBR has to collect both Direct (Income Tax, Sales Tax, Federal Excise) and Indirect Taxes (Customs) through an elaborate machinery of Officers and officials that is spread all across the country.	N/A	1. Infrastructure Enhancement (absence of Regional Training Academy) 2. Allocation of adequate funds with reasonable liberty to use them. 3. Posting of qualified staff/professionals	N/A
2	Ministry of Commerce and Textile	194	66%	The roles/mandates of Commerce Division, Ministry of Commerce and Textile as per the Rules of Business 1973 are summarized as following: 1. Imports and export across custom frontiers including: (i) Treaties, agreements, protocols and conventions with other countries and international agencies bearing on trade and commerce. (ii) Promotion of foreign trade including trade offices abroad, trade delegations to and from abroad, overseas trade exhibitions and conferences and committees connected with foreign trade; Note: Textile Industry Division will be consulted on textile trade negotiations and also associated with Textile Sector Trade Promotion. (iii) Standards of quality of goods to be imported and exported. (iv) Transit Trade and Border Trade; and (v) State trading. 2. Inter-Provincial trade. 3. Commercial intelligence and statistics. 4. Organization and Control of chambers and associations of commerce and industry. 5. Tariff (protection) policy and its implementation. etc.	1. Capacity Building of the Commerce and Trade Group officers for the challenges of International Trade and Commercial Diplomacy 2. Capacity Building of the officers and staff of the Commerce Division and its Attached Organizations for the challenges of International Trade 3. Introduction of International Best Practices as part of the daily works and operations of the Commerce Division and its Attached Organizations	1. Capacity Building of the Commerce and Trade Group officers for the challenges of International Trade and Commercial Diplomacy. 2. Capacity Building of the officers and staff of the Commerce Division and its Attached Organizations for the challenges of International Trade. 3. To train the officers of the Commerce and Trade Group with the help of best International Trade Institutions and building their capacities in line with that of the Prominent Trade Promotion Institutions of the world.	1. Trade Development Authority of Pakistan, Karachi 2. Trading Corporation of Pakistan Private Limited, Karachi 3. National Tariff Commission, Islamabad 4. Directorate General of Trade Organizations, Islamabad 5. Pakistan Institute of Trade & Development, Islamabad 6. Trade Dispute Resolution Organization, Islamabad 7. Pakistan Tobacco Board, Peshawar 8. Pakistan Institute of Fashion and Design, Lahore 9. Pakistan Horticulture Development & Export Company, Lahore 10. Intellectual Property Organization of Pakistan, Islamabad 11. Pakistan Expo Centres (Pvt.) Limited, Lahore 12. Liaison Office Afghan Transit Trade, Chaman
3	Pakistan Agricultural Research Council (PARC)	696	31%	The functions of PARC as laid down in PARC Ordinance 1981 are as follows: 1. to undertake, aid, promote and coordinate agricultural research; 2. to arrange expeditious utilization of research results; 3. to establish research establishments mainly to fill in the gaps in existing programs of agricultural research; 4. to arrange the training of high level scientific manpower in agricultural sciences; 5. to generate, acquire and disseminate information relating to agriculture; etc.	1. Capacity building in advanced biotechnology and molecular biology 2. Capacity building in Engineering, crop modeling and climate change research 3. Capacity building in livestock diseases and nutrition etc.	1. During early eighties PARC undertook major overseas training programs of human resource development with the support of US-AID and World Bank to develop a team of highly qualified scientists from the renowned universities of the world. 2. During the recent years due to the retirement of senior scientists working in different fields has now become serious issue. 3. Due to lack of training opportunities the young scientists are not technically equipped to replace them.	PARC being apex agricultural research body in Pakistan has research establishments in each province including Gilgit-Baltistan and Azad Jammu and Kashmir. PARC actively coordinates and cooperates with provincial agricultural research system. PARC has also strong linkage with the educational institutions of the country. However, PARC has no affiliated organizations/institutes.

No.	Organization	Basic information of staff		Roles/Mandates of the Organization	Development Issues	Needs of Human Resource Development	Affiliated Organizations/ Institutions
		Number of staff	Ratio of BPS 17 and above (25-40 years old)				
4	Ministry of Climate Change	36	28%	International Cooperation w.r.t climate change, connections, forums, agreements and fulfillment of agreement w.r.t climate change adaptation and mitigation	<ol style="list-style-type: none"> 1. Project Management 2. Climate Change Adaptation Mitigation 3. Restructuring of Organization / Career Planning 	<ol style="list-style-type: none"> 1. Capacity building for organizational restructuring. 2. Analytical thinking & problem solving with respect to execution of projects/programs 3. Administrative and Technical Capacity Building 	<ol style="list-style-type: none"> 1. National Disaster Management Authority 2. Pakistan Environmental Planning and Architectural Consultants (PEPAC) 3. (Pak. EPA) Pakistan Environmental Protection Agency 4. Zoological Survey of Pakistan (ZSP) 5. Global Change Impact Study Center (GCISC)
5	National Disaster Management Authority (NDMA)	35	31%	<ol style="list-style-type: none"> 1. Act as the implementing, coordinating and monitoring body for disaster management. 2. Prepare the National Plan to be approved by the National Commission. 3. Implement, co-ordinate and monitor the implementation of the national policy. 4. Lay down guidelines for preparing disaster management plans by different Ministries or Departments and the Provincial Authorities. 5. Provide necessary technical assistance to the Provincial Governments and the Provincial Authorities for preparing their disaster management plans in accordance with the guidelines laid down by the National Commission. etc. 	<ol style="list-style-type: none"> 1. Public Policy Management 2. Disaster Management 3. Climate Change Impacts 4. Project Management 	<ol style="list-style-type: none"> 1. Public Policy Management 2. Disaster Management 3. Project Management 	<ol style="list-style-type: none"> 1. National Institute of Disaster Management (NIDM)
6	Ministry of Industries and Production	43	33%	<ol style="list-style-type: none"> 1. National industrial planning and coordination. 2. Industrial policy. 3. Employment of foreign personnel in commercial and industrial enterprises. 4. Federal agencies and institutions for:- i. promoting industrial productivity; ii. promoting of special studies in the industrial fields; and iii. Testing industrial products. 5. Keeping a watch, from the national angle, over general price trends and supply position of essential commodities; price and distribution control over items to be distributed by statutory orders between the Provinces. etc. 	<ol style="list-style-type: none"> 1. Managing performance to increase accountability 2. Implementing numerous, significant top down changes 3. Strategically communicating organizational priorities 4. Engaging and retaining a diverse workforce 	<ol style="list-style-type: none"> 1. Self management and team work 2. Result Orientation and planning 3. Business Knowledge/Acumen, and Analytical Skills 	<ol style="list-style-type: none"> 1. Pakistan Industrial Development Corporation (PIDC) 2. Pakistan Gems & Jewellery Development Company (PGJDC) 3. Heavy Electrical Complex (HEC) 4. Pakistan Stone Development Company (PASDEC) 5. Small and Medium Enterprises Development Authority (SMEDA) 6. National Industrial Park Development and Management Company 7. Export Processing Zone Authority (EPZA) 8. Pakistan Institute of Management (PIM) 9. National Productivity Organization (NPO) 10. National Fertilizer Corporation of Pakistan (NFC) 11. National Fertilizer Marketing Limited 12. Engineering Development Board (EDB) 13. Technology Upgradation and Skill Development Company (TUSDEC) 14. Pakistan Industrial & Technical Assistance (PITAC) 15. Utility Stores Corporation (USC)
7	Pakistan Council of Research in Water Resources	376	5%	<p>Mandate: The PCRWR is mandated to conduct, organize, co-ordinate and promote research in all fields of water resources engineering, planning and management, so as to optimally use the available land and water resources and to help achieve sustainability in the agricultural sector.</p> <p>Functions of the Pakistan Council of Research in Water Resources:-</p> <p>(a) conduct, organize, coordinate and .promote research on all aspects of water resources including irrigation, drainage, reclamation, navigation, drinking water; industrial water, and sewerage management and to set up national research centers wherever necessary;</p> <p>(b) design, develop and evaluate water conservation technologies for irrigation, drinking and industrial water;</p> <p>(c) initiate national water quality monitoring programme including urban and rural areas of Pakistan and develop technologies for providing safe drinking water to the public;</p> <p>(d) conduct and coordinate research on desertification, drought and flood mitigation;</p> <p>(e) develop and maintain national water resources database for use by the planning, implementing agencies and public; etc.</p>	<ol style="list-style-type: none"> 1. Latest technology/discipline 2. Outreach limitations 3. Policy gaps and legislation lacking 	<ol style="list-style-type: none"> 1. Climate change 2. Water policy and governance 3. Integrated Water Resources Management 	N/A

No.	Organization	Basic information of staff		Roles/Mandates of the Organization	Development Issues	Needs of Human Resource Development	Affiliated Organizations/ Institutions
		Number of staff	Ratio of BPS 17 and above (25-40 years old)				
8	Pakistan Meteorological Department (PMD)	2185	2%	Pakistan Meteorological Department (PMD) is a technical and service department. PMD is mandated to provide meteorological, climatological, agrometeorological, hydrological, marine-meteorological and geophysical services to support socio-economic activities and mitigation of hydrometeorological and geophysical disasters in the country.	<ol style="list-style-type: none"> Lack of expertise in forecasting high impact weather systems Lack of expertise in instrument maintenance & calibration as well as Radar Meteorology and Operation. Need expertise in medium and long-range weather forecasting 	<ol style="list-style-type: none"> Flood and Drought Prediction Disaster Early Warning Communication Capacity building of trainers, researchers and operational staff 	Institute of Meteorology and Geophysics (IMG)
9	Ministry of Planning Development and Reform	258	52%	<p>To act as apex Think Tank for government</p> <p>To initiate a new paradigm of Participatory and collaborative Planning</p> <p>To define vision and National goals for Strategic Planning</p> <p>To review economic solutions and coordinate Economic Policies</p> <p>To prepare National Plans</p>	<ol style="list-style-type: none"> Capacity building Lack of incentives Lack of training 	<ol style="list-style-type: none"> Development of professional skills Developing highly qualified Executive & Team Leaders Combining individual ambitions with Organizational goals 	<ol style="list-style-type: none"> JACC NFDC PPMI PIDE
10	Federal Flood Commission (FFC)	128	5%	The office of CEA/CFPC, prepares integrated national flood protection plans for the country, standardization of designs and specifications of flood works, monitoring, improvement of flood forecasting and warning capabilities of concerned organization.	<ol style="list-style-type: none"> The department needs to be upgraded and transformed into a sustainable independent organization. Establish/Create R&D Div. within the organization to lead modelling skills in the Water Sector at national level. 	<ol style="list-style-type: none"> Water Resources Development Dam Safety issues Modelling of flow management and sediment management 	N/A
11	Oil and Gas Regulatory Authority (OGRA)	108	38%	The objective of OGRA is to "foster competition, increase private investment and ownership in the midstream and downstream petroleum industry, protect the public interest while respecting individual rights and provide effective and efficient regulations". The authority has the exclusive power to grant licenses for regulated activities in the Natural Gas, Compressed Natural Gas (CNG), Liquefied Petroleum Gas (LPG), Liquefied Natural Gas (LNG) and Oil sectors. These activities include construction of pipelines, development of transmission and distribution network, sale and storage of Natural Gas, installation, production, storage, transportation and marketing on CNG, LPG, and LNG, laying the pipelines, establishing/operating refineries, construction/operation of storages, lube oil blending plants and marketing of petroleum products in the oil sector. In addition to the above, the specific major functions in respect of pricing includes determination of revenue requirement and prescribed prices of natural gas utilities and notification of prescribed and consumers sale prices, notification of ex-refinery price of SKO including ex-depot prices of SKO & E-10 and Inland Freight Equalization Margin (IFFM) for all products and monitoring the pricing of petroleum products under the deregulated scenario. Pricing of LPG and LNG is also being carried out as per the policies of the Federal Government. Furthermore, enforcement of technical standards and specifications (best international practices) in all the regulated activities and resolution of public complaints and disputes against licensees and between licensees is also mandated of OGRA.	<ol style="list-style-type: none"> Sustainable training program in all cadres Career Planning Development of computerized environment through the ERP and SAP for efficient and accurate management of Financial statements and Human Resources Paperless environment Capacity building in tariff determination mechanism, regulatory framework/reforms and mechanics in oil and gas, LPG/LNG, CNG sectors dynamics and best practices prevailing in international market 	<ol style="list-style-type: none"> Training in Energy Policy and Energy Regulations Training in Management in Public Administration and Finance Training in Strengthening Disaster Management Capacity 	N/A
12	Ministry of Maritime Affairs	16	38%	<ol style="list-style-type: none"> To formulate and implement plans and policies in conformity with international best practices to transform the ports of Pakistan into modern, competitive, users friendly and a transshipment hub of the region with hinterland connectivity. To encourage private ship owning under Pakistani flag by creating favorable conditions. To improve governance of the ports while focusing on modern and innovative approaches of land lord ports strategies. To maintain safety and security standards as per International Maritime Organization (IMO) Conventions with strenuous efforts aimed at maintaining world class standards of marine pollution control. To ensure and maintain quality of Pakistani seafarer in accordance with the standard for training certification and watch-keeping (STCW) 1978 convention. etc. 	<ol style="list-style-type: none"> Port Shipping Fisheries 	<ol style="list-style-type: none"> Management & Public policy Public Finance Information Technology (IT) and Merchant Shipping 	<ol style="list-style-type: none"> Karachi Port Trust (KPT), Karachi Port Qasim Authority (PQA), Karachi Gwadar Port Authority (GPA), Gwadar Pakistan National Shipping Corporation (PNSC) Marine Fisheries Department (MFD) Korangi Fish Harbour Authority (KoFHA) Karachi Pakistan Marine Academy, Karachi.

No.	Organization	Basic information of staff		Roles/Mandates of the Organization	Development Issues	Needs of Human Resource Development	Affiliated Organizations/ Institutions
		Number of staff	Ratio of BPS 17 and above (25-40 years old)				
13	Pakistan Water and Power Development Authority (WAPDA)	1483	36%	<p>Role and mandate of WAPDA is defined by Chapter-III, Section 8 of WAPDA Act, 1958:</p> <ul style="list-style-type: none"> - The Authority shall prepare, for the approval of the Government a comprehensive plan for the development and Utilization of the Water and Power resources of Pakistan on a unified and multi-purpose basis. - the Authority may frame a scheme or schemes for a Province or any part thereof providing for all or any of the following matters, namely <ol style="list-style-type: none"> 1. Irrigation, water supply and drainage; and recreational- use of water resources. 2. The generation, transmission and distribution of power, and the construction, maintenance and operation of power houses and grids. 3. Flood control. 4. The prevention of waterlogged and reclamation of waterlogged and salted lands. 5. Inland navigation. etc. 	<ol style="list-style-type: none"> 1. Professional development 2. Adoption and implementation of prevalent industry/sector technologies 3. Effective training programs 	<ol style="list-style-type: none"> 1. Increased technical exposure to technologies and practices 2. Training Need Analysis for effective trainings 3. Implementation of prevalent industry/sector software for every speciality 	N/A
14	Ministry of Interior	78	N/A	<p>To make Islamic Republic of Pakistan a country where rule of law reigns supreme; where every Pakistani feels secure to lead a life in conformity with his religious beliefs, culture, heritage and customs; where a Pakistani from any group, sect or province respects the culture, tradition and faith of the other, where every foreign visitor feels welcome and secure.</p>	<ol style="list-style-type: none"> 1. Project Management 2. Restructuring of Organization / Career Planning 3. Restructuring of Organization / Career Planning Needs of Human Resource Development 	<ol style="list-style-type: none"> 1. Capacity building for organizational restructuring 2. Public Finance 3. Analytical thinking & problem solving with respect to execution of projects /programs 	<ol style="list-style-type: none"> 1. Federal Investigation Agency, Islamabad 2. Islamabad Capital Territory, Islamabad 3. Immigration & Passport, Islamabad 4. Civil Defense, Islamabad 5. Frontier Constabulary, Khyber Pakhtunkhwa, Peshawar 6. Pakistan Rangers, Punjab, Lahore 7. Pakistan Rangers, Sindh, Karachi 8. Frontier Corps, Khyber Pakhtunkhwa, Peshawar 9. Frontier Corps, Balochistan, Quetta 10. Pakistan Coast Guards, Karachi 11. Gilgit Baltistan Scouts, Gilgit 12. National Database & Registration Authority, Islamabad 13. National Police Academy, Islamabad 14. National Academy for Prisons Administration, Lahore 15. National Police Bureau, MoI, Islamabad
15	Pakistan Statistics Bureau	322	15%	<ol style="list-style-type: none"> 1. To collect, compile, analyze, abstract, publish, market and disseminate statistical/ socio-economic information in the country. 2. To promote education and research in the field of statistics. 	<ol style="list-style-type: none"> 1. Establishment of Statistics Training and Research Institute 2. Establishment of E-library 3. Framing of Rural and Urban Area Frame 4. Establishment of Data Bank 	<ol style="list-style-type: none"> 1. Short term and long term training on analysis of data. 2. Capacity Development for monitoring Field Activities of staff on IT instrument. 3. Capacity Development for Estimating Quarterly National Income Accounts. 	N/A