

Kingdom of Bhutan
Royal Civil Service Commission

**Preparatory Survey
on the Project for Human Resource
Development Scholarship
in the Kingdom of Bhutan**

Final Report

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Japan International Cooperation Agency (JICA)

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SUMMARY

1. Summary of the Preparatory Survey

Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 5,410 international students from a total of 21 countries since the first intake of international students in FY 2000 up to FY 2021¹.

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

Bhutan became a target countries in FY2017, and 39 JDS Fellows have been selected from FY2018 to FY2021. Acceptance of JDS Fellows in FY 2022 will mark the completion of sending JDS Fellows in the present framework. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the policy of Japan’s economic cooperation to Bhutan, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of Bhutan.

Objectives of the Survey

The main objectives of the survey are as follows:

¹ International students who have not been able to come to Japan due to the spread of the new coronavirus infection is included.

- To analyze current situation in Bhutan and needs for human resource development, and formulate a framework for the next four batches starting in FY 2022 (dispatch in FY 2023).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

Method of the Survey

In this survey, the framework was formulated by literature review, questionnaire survey and hearing with JDS main target organizations.

- From November to December 2021: Field survey
 - (1) Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy for Bhutan and development needs of Bhutan
 - (2) Confirming the implementation structure of the project
 - (3) Selecting accepting universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
- January 2022: Drafting the basic plan for each Sub-Program/Component
- February 2022: Estimating the project scale

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.

Framework of JDS Bhutan (intake FY2023-2026)

Priority Areas (Sub-Program)	Development Issues (Components)	University	Slot
1 Improving Administrative Ability and Institution Building	1-1 Economic Policy Development	International University of Japan (GS of International Relations)	2
	1-2 Public Policy / Administration and International Relations	Meiji University (GS of Governance Studies)	3
		Ritsumeikan University (GS of International Relations)	1
2 Building a Strong Base for Sustained Economic Growth	2-1 Agriculture and Rural Development Policy	Hiroshima University (GS of Humanities and Social Sciences)	1
	2-2 Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth	Nagoya University (GS of Environmental Studies) *implemented in cooperation with the GS of Engineering	2

(2) Number of Slots

The number of applicants for master's course in the current phase was sufficiently competitive, and the high need for master's course at the target organizations was confirmed, leading to the conclusion that 9 applicants for master's course would be appropriate, as in the current phase. On the other hand, there were not many applicants for doctoral programs in the current phase, however during the field survey, the target organizations indicated that they would encourage their staff to obtain a doctoral degree to strengthen their expertise, although a doctoral degree is not a prerequisite for promotion, and we were able to confirm their needs for doctoral programs.

Therefore, agreement was received to keep acceptance at a total of 10 people (9 Masters and 1 PhD Fellows), same as the current phase.

(3) Component and Research Theme

Based on the original purpose of the JDS that is to develop young government officials involved in national policymaking and contribute to the strengthening of bilateral relations, it was agreed to increase the number of slots for the Public Policy Component and reduce the number of slots for the Agriculture and Rural Development Component and the Countermeasures for Climate Change, Disaster Risk Management, and Infrastructure component. In addition, as JICA long-term training programs are being held in the areas of Agriculture and Rural Development and Countermeasures for Climate Change, Disaster Risk Management, and Infrastructure, the number of slots in these areas was also reduced to demarcate that program from the JDS. Moreover, the word “Policy” was added to the component name to clearly show that the intention is to develop personnel involved in policymaking in the respective field.

In addition, the Ministry of Foreign Affairs mentioned that, because the scope of the Public Policy Component is too broad and applications are open to personnel from all target organizations, it wants us to set the fields with a focus on international relations and foreign diplomacy, which is what the Ministry needs. Based on this request, “International Relations” to the Public Policy Component was added and different accepting universities for each area were assigned.

(4) Target Organization

Given that Bhutan’s civil service system is a profession category-centric one, it was agreed that profession category-based target groups would be specified without designating recruitment target on an organization basis same as the current phase. In the current phase, only the Ministry of Agriculture and Rural Development was set as a possible target organization (parent organization) for the Agriculture and Rural Development Component, but from the next phase, all organizations will be targeted in order to cover a wide range of government officials who are expected to be directly involved in policy making in this field as well.

In the Public Policy / Administration and International Relations Component, different universities specializing in each field will be assigned for the fields of public policy and of international relations, as mentioned above, and it was agreed to target only the Ministry of Foreign Affairs as the target organization for the field of international relations in consideration of the high degree of relevance with the respective field. However, the Ministry of Foreign Affairs pointed out that it may be difficult to secure a certain number of applicants each year due to the small number of personnel in the Ministry. We therefore agreed that, if the number of applicants from the Ministry of Foreign Affairs is insufficient in the first batch of the next phase, we will expand the target to the whole organization for the Public Policy and International Relations component from the second term.

(5) Operating Committee Members

The structure of the Operation Committee was reconfirmed during the discussions of the first field survey, including the implementation structure, functions, and roles of the Operation Committee.

Until the third batch of the current phase, the Operation Committee consisted of two Bhutanese members (the Royal Civil Service Commission and the Gross National Happiness Commission) and two Japanese members (the JICA Bhutan Office and the Embassy of Japan in India). The Ministry of Foreign Affairs of Bhutan joined the committee from the fourth batch of the current phase, and it was agreed that the same structure would continue in the next phase.

Operating Committee Member

Country	Role	Member
Bhutan Side	Co-chair	Royal Civil Service Commission (RCSC)
	Member	Gross National Happiness Commission (GNHC)
	Member	Ministry of Foreign Affairs (MOFA)
Japan Side	Co-chair	JICA Bhutan Office
	Member	Embassy of Japan in India

(6) Evaluation of Relevance of the JDS Project

It was analyzed to what degree JDS Bhutan is consistent with or relevant to Bhutan's development plans. The target priority areas for the next phase of the JDS correspond to some of the issues raised in the "12th Five Year Plan". Accordingly, the JDS is deemed to help achieve these policies.

In addition, Japan's official development assistance policy for Bhutan defines its overall goal as "Assistance for self-reliant and sustainable nation building with a good balance of rural and urban areas". Under the overall goal, two specific types of assistance are set: (i) Sustainable economic growth; and (ii) Reduction of vulnerability. The JDS Bhutan--which is designed to develop the core human resources of the country's competent government officials in their respective fields in order to address the identified issues--is consistent with Japan's ODA policy for Bhutan.

As discussed above, JDS Bhutan is an initiative that helps the country achieve the goals of the

“12th Five Year Plan”, since it is designed to develop human resources for state building in Bhutan. It is also significantly consistent with Japan’s assistance policies for Bhutan; it complements technical cooperation, ODA loans, and other modalities in the cooperation programs for Bhutan for greater synergy.

2. Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Implementation of JDS for Contribution to Diplomatic Efforts and Strengthening of Bilateral Relations

(a) Project Design with Diplomatic Efforts and Strengthening of Bilateral Relations

In designing JDS in Bhutan, the framework for acceptance in the public policy field related to foreign matters and important issues for the government of Japan has increased. Moreover, it has become possible for more JDS Fellows from key ministries and government offices contributing to Japan’s politics, economy, and diplomacy to be dispatched. Candidates in question for management positions in ministries and government offices who are to be screened as JDS Fellows will be fostered in Japan. In the future, when there will be many pro-Japanese JDS Fellows who have returned home within the aforementioned ministries and government offices, JDS’s diplomatic significance and effects will become considerably large. Moreover, the targeted organizations in the field of international relations concerning public policy and international relation components should be limited to the Ministry of Foreign Affairs. In this way, it will become easy to select personnel who are expected to contribute to enhancement of bilateral relations.

(b) Operation with Diplomatic Efforts and Strengthening of Bilateral Relations

In order to turn these JDS Fellows into true partners of Japan, it is essential to devise ways to keep them feeling good about Japan and lead them to become Pro-Japanese. Therefore, we will consider not only the selection, but also effective input to the JDS Fellows during their stay in Japan through Enrichment Programs such as Pre-returning Program, networking with Japanese government officials, and follow-up to strengthen and continue the relationship with Japan after they return home. In addition, it is necessary to consider mechanisms to increase the recognition of JDS by Japanese government agencies and to have them understand the usefulness of JDS as a foundation for actively utilizing JDS students when the Japanese government and other entities conduct external activities in the future.

(2) Effective recruitment activities

In order to achieve JDS objectives, obtaining excellent international students can be a precondition. Therefore, it is important to collect more excellent applicants from main targeted organizations in the recruitment activities. To achieve this, by building human relationships with persons in charge of JDS of the ministries which will be the target organizations and obtaining cooperation and information in the ministries, a certain effect is anticipated. Most applicants often obtain information from the department in charge of JDS of each ministry. In order to spread information from persons in charge of JDS to the applicant level, it is most important to build good relationships with persons in charge and obtain cooperation. It is vital to conduct steady business activities such as visiting the main government organization frequently and increasing awareness of JDS itself.

(3) Networking, Establishment of a Follow-up Scheme and Roles of Implementation Agent

- (a) Measures to be taken during the Fellows' stay in Japan for follow-up conducted after they return home

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

In some cases, the Agent is currently providing support in the target countries of JDS for establishing an alumni association or holding other events based on the JDS project office. However, it takes additional time and cost to improve the loyalty of JDS returned Fellows who have lost a connection with Japan for a certain period of time and it is not necessarily efficient.

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

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

For conducting sustainable follow-up activities, it is expected for the implementation agent to enhance the follow-up contents in collaboration with Bhutan side and the JICA Alumni Association of Bhutan (JAAB) in order to implement measures for maintaining and improving the loyalty developed during the Fellows' stay in Japan.

(c) Networking with Japanese Administrative Officers for Follow-up

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 JDS, that the JDS Fellows are civil servants involved in policy making of each country. Since they are expected to serve as a bridge between Japan and Bhutan as a pro-Japanese, a network with the Japanese ministries and agencies would be useful for their future career. It is desirable to provide support for establishing a network through interaction with civil servants and hold seminars and workshops with the persons concerned with the Japanese ministries and agencies as a lecturer.

(d) Roles to be performed by the implementation Agent

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

(4) Importance of Follow-up after Returning

As mentioned before, in order to ensure diplomatic outcomes and benefits to development issues through the JDS, it is extremely important for the Operating Committee and target organizations to provide monitoring support for JDS Fellows during their stay in Japan and follow-up for the utilization of human resources after their return to their home countries.

In the other countries, there are "vertical ties" among JDS alumni and alumnae associations, and a system has been established whereby alumni recommend excellent young researchers. In Bhutan, it is important to form an alumni association of JDS so that the Bhutanese side can manage and monitor the situation of JDS alumni, and to create a system that will allow the alumni association to continue its active activities over the long term.

In Bhutan, we will cooperate with the Bhutan Student Association, a community of people who have studied in Japan, which was established in 2020 by first batch JDS Fellows, to raise awareness of Japan among JDS alumni, promote Japan in Bhutan, and strengthen bilateral friendly relations through these activities.

(5) Utilization of digital tools

In order to solve the problems that were difficult with the conventional approach under the influence of the new corona infection, JDS have been promoting the implementation of work by utilizing digital technology.

When implementing the JDS Project from August 2022, while taking advantage of the conventional face-to-face method, it is also important to fully utilize these digital tools and acquire and analyze data. This hybrid method makes it possible to propose more effective ways for acquiring applicants, build more detailed communication methods with JDS Fellows, and plan exchange events with government officials, which makes it possible for JDS Fellows to be satisfied. It is expected that efforts will be made to increase the added value of JDS.

(6) Influence of the new coronavirus

Regarding the impact of the new coronavirus infection that occurred in 2020, it is expected that the Japanese government's border measures will be eased and the number of foreign visitors to Japan will increase in the future. It is not possible at this time to predict how the situation regarding the new coronavirus will affect the number of applicants and international students in 2022, but it is necessary to continue to pay attention to this matter while collecting information from the Japanese government and other donors.

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LIST OF ABBREVIATIONS

Abbreviation	Description
ADB	Asian Development Bank
BCJS	Bhutan Centre for Japanese Studies
BCSE	Bhutan Civil Service Examination
BCSR	Bhutan Civil Service Regulations
CBS	Centre for Bhutan & GNH Studies
E/N	Exchange of Note
ES	Specialist
EX	Executive
G/A	Grant Agreement
GDP	Gross Domestic Product
GNH	Gross National Happiness
GNHC	Gross National Happiness Commission
GNI	Gross National Income
IDA	International Development Association
IELTS	International English Language Testing System
JAAB	JICA Alumni Association of Bhutan
JDS	Project for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
KSP	King's Scholarships Program
LTT	Long Term Training
ME	Main Examination
MOFA	Ministry of Foreign Affairs
MOG	Major Occupational Group
NKRA	National Key Result Area
OC	Operational Category
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PE	Preliminary Examination
PMC	Professional and Management Category
RCSC	Royal Civil Service Commission
RIM	Royal Institute of Management
RPL	Recognition of Prior Learning
RUB	Royal University of Bhutan
SAARC	South Asian Association for Regional Cooperation
SG	Sub Group
SMS	Short Message Service
SNS	Social Networking Services
SSC	Supervisory and Support Category
STT	Short Term Training
TICA	Thailand International Development Cooperation Agency
TOEFL	Test of English as a Foreign Language
YLP	Young Leader's Program

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

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

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid project conducted by Japan International Cooperation Agency (hereinafter referred to as “JICA”) that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government’s “100,000 International Students Plan.” The purpose of the JDS Project is that “young government officers and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain master’s degrees and Ph.D. degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks.” The project has accepted 5,410 international students from a total of 21 countries since the first intake of international students in FY 2000 up to FY 2021.

Although the original target countries of the JDS Project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Ghana in Africa in FY 2012, to Nepal in FY 2016, to Bhutan, Pakistan, and Timor Leste in FY 2019, and to Maldives, Kenya and El Salvador in FY 2021. At present, the project has 19 target countries. Indonesia left the JDS Project, which was conducted by JICA in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS Project with the last JDS participants from China accepted in FY 2012².

Table 1 Number of JDS Fellows Dispatched (2000-2021)

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	17	17	16	16	19	380
2. Laos	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	20	22	22	22	22	22	464
3. Cambodia		20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	26	26	496
4. Vietnam		20	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	30	62	63	61	63	763
5. Mongolia		20	20	20	19	20	20	20	18	16	17	18	18	18	18	18	18	22	22	22	22	16	384
6. Bangladesh			29	19	20	20	20	20	20	15	15	15	15	15	15	25	30	30	33	33	32	33	459
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	48	48	48	48	43	648
8. China				42	43	41	43	47	48	45	39	35	–	–	–	–	–	–	–	–	–	–	430
9. Philippines				19	20	20	25	25	25	20	20	20	20	20	20	20	20	20	21	21	21	17	399
10. Indonesia				30	30	30	30	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	120
11. Kyrgyz								20	20	18	14	14	15	15	15	15	15	15	15	19	20	18	248
12. Tajikistan										3	5	5	5	5	5	5	5	8	8	8	13	15	90
13. Sri Lanka											15	15	15	15	15	15	15	15	17	17	17	17	188
14. Ghana													5	5	5	10	10	10	10	10	13	13	91
15. Nepal																	20	20	20	20	22	21	123
16. Timor-Leste																				8	8	8	24
17. Pakistan																				17	16	18	51
18. Bhutan																				10	10	9	29
19. Maldives																						6	6
20. Kenya																						10	10
21. El Salvador																						7	7
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	281	321	360	367	381	5,410

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

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

1-1-2. Current Situation and Issues of the JDS Project

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the target countries³, and demonstrated the proposal of future project enforcement policies and strategies. In the FY2019 basic research, the degree recipient rate of JDS Fellows was 98.7%, and the civil servants incumbent rate was still high at about 80%. In the questionnaire for returned Fellows, it showed that the pro-Japanese feelings were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

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

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

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

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

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

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

1-1-3. Current Situation in JDS Bhutan

(1) Improvement of JDS recognition by targeted institutions

The application requirements for Bhutan JDS stipulate that, among four types of employment regulated based on the civil service system, applicants must belong to the Professional and Management Category (PMC), which is considered to be composed of candidates for future managerial positions drawn from the top two types of employment. Therefore, international students chosen to participate in JDS are highly likely to assume important posts and will play important roles for enhancement of the relationship between Bhutan and Japan in the future. During the most recent of the three current phases, six people have already been dispatched from the Ministry of Economic Affairs as well as five persons from the Ministry of Agriculture and Forests. By continuously urging superior young government officials to apply for JDS from the aforementioned ministries and government offices, formation of a future critical mass can be expected. Moreover, through proactive application recommendations and network formation with targeted institutions over the previous four years, the extent of JDS recognition by targeted institutions has rapidly improved. The number of applicants has gradually increased since the initial year. The only year in which the number of applicants decreased was 2021, which saw a number close to that of the initial year due to impact of COVID-19. Despite this, it has been confirmed that there exist potential applicants who desire to study abroad after the situation returns to normal and COVID-19 becomes less of a problem. Such circumstances demonstrate that awareness of JDS has increased.

(2) Network formation with persons who have studied in Japan

This is the fifth year since the commencement of the Bhutan JDS project, and the number of accepted persons is low, at 10 persons per term. Therefore, in order to achieve effects from international study, it is essential to cherish horizontal connections among persons who have studied in Japan in lieu of the vertically structured administration by international study program. JDS has collaborated with other projects. Examples include lectures by former long-term JICA trainees who spoke of their experiences studying in Japan, introduction of Japanese culture, and points to note for living in Japan communicated during the orientation period prior to visiting Japan. Through the aforementioned efforts, a network has been formed among persons who have studied in Japan, including former long-term JICA trainees. Furthermore, collaboration after returning home can be expected to generate continuing maintenance of connections with Japan as a group.

In addition, in 2020, under the initiative of the first-term Bhutan JDS students, the Bhutan Student Association was established. Targeting persons who have studied in Japan, this community aims at sharing relevant information. First-term Bhutan JDS students have assumed positions representing this community and its Board Members. The leadership of international students who have returned home from JDS has allowed enhancement of the network within Bhutan among

persons who have studied in Japan. Various future efforts unique to JDS for a small-sized country can be expected to generate multifaceted effects. Examples go beyond JDS itself to include the enhancement of all Japan-related networks, expanded public relations aimed at studying in Japan, and collaboration with Japanese institutions and enterprises.

Table 4 Number of Applicants for the past 4 years in the Current Phase

	2018		2019		2020		2021		Current Phase	
	No.	Ratio	No.	Ratio	No.	Ratio	No.	Ratio	No.	Ratio
1-1. Agriculture and Rural Development	5	2.5	6	3.0	14	7.0	8	4.0	2	4.1
1-2-1. Economic Policy	5	2.5	2	1.0	5	2.5	4	2.0	2	2.0
1-2-2. Public Policy / Administration	11	5.5	6	3.0	12	6.0	8	4.0	2	4.6
1-3. Infrastructure Development for Sustainable Economic Growth	8	4.0	18	9.0	13	6.5	9	4.5	2	6.0
2-1. Countermeasures for Climate Change and Disaster Risk Management	1	1.0	4	4.0	4	4.0	4	4.0	1	3.3
Total	30	3.3	36	4.0	48	5.3	33	3.7	9	4.1

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

(1) Social and Economic Situation

Bhutan is a mountainous country located on the east of the Himalaya Mountains bordering on two giants, China and India. Its geographical features vary from 200 meters above sea level to 6,000 meters above sea level and 70% of its land is covered by forests. The land area is 38,000 square kilometers, almost equivalent to Kyushu in Japan. The population is about 772,000 (in 2020). Ethnic groups include Tibetan, indigenous peoples of East Bhutan, and Nepalese. The major religion of the country is Tibetan Buddhism. The official language is Dzongkha, but English is widely used.

In Bhutan, the fourth king who took leadership in the country's shift from the king's reign to constitutional monarchy abdicated the throne in 2006 and the current King Jigme Khesar Namgyel Wangchuck ascended the throne. Under the current king, general election was held in 2007 and 2008 and the country shifted from the king's reign to constitutional monarchy based on parliamentary democracy. The Parliament consists of two houses, which are the Upper House with 25 seats and the Lower House with 47 seats. In 2018, the third general election was held and Lotay Tshering, the leader of the Bhutan United Party (Druk Nyamrup Tshogpa, DNT), became Prime Minister.

With respect to diplomatic affairs, the country is strengthening its relationship with neighboring countries in accordance with the basic diplomatic policy of nonalignment and neutrality. Bhutan

participated in the South Asia Association for Regional Cooperation (SAARC) established in 1985 as one of the original members. The SAARC summit was held in Thimphu in 2010 and Bhutan is an active member. Particularly, Bhutan has a strong relationship with India with regard to both politics and economy. It received foreign policy advices from India until 2007 under the India-Bhutan Treaty, and the largest partner for import and export is also India. In addition, it has a fixed foreign exchange system with India Rupee.

With respect to economic conditions, the gross domestic product (GDP) per capita is 3,001 U.S. dollars (in 2020), which is high compared with neighboring countries, but Bhutan is classified as a least developed country by the World Bank. However, according to the United Nations, it is expected to be out of the least developed country classification by 2023 under the “12th Five Year Plan”. Furthermore, in 2020, the GDP amounts to approximately 2,320,000,000 U.S. dollars, with the highest amount thereof being accounted for by tertiary industry, at 46.4%. This is followed by secondary industry, at 34.4%, and primary industry at 19.2%⁴. GDP growth was 5.8% in 2019; however, negative growth (at -10.1%) was recorded in 2020 due to impact of the spread of COVID-19. Examining growth rate by industry type, secondary industry saw -13.1% and tertiary industry recorded a figure of -10.7%. Nevertheless, the results for primary industry were 4.6%.

The basic industries of the country are agriculture, forestry and hydroelectric power generation. In recent years, tourism is also growing as a means of acquiring foreign currencies. With respect to foreign trade, the country has chronic trade deficits due to its reliance on import of almost all consumer goods and capital goods from India and other countries. Bhutan mainly exports electricity and imports light oil and gasoline.

(2) Situation of Higher Education⁵

The educational system of Bhutan consists of seven-year primary education and six-year secondary education. Secondary education consists of two-year lower secondary education, two-year middle secondary education, and two-year higher secondary education. Primary education and secondary education are provided free. The characteristics of school education are lessons provided in English. The primary education enrollment ratio is 92.9%, and the ratio of students going on to lower secondary education, middle secondary education, and higher secondary education is estimated to be 90.2%, 87.4% and 83.3% respectively.

Higher education started in 1983 when Sherubtse College established faculties. Currently, the Royal University of Bhutan (RUB), which is the national university, is playing a core role by controlling ten public colleges and two private colleges. In 2017, a public college called Rigney College was established under the Ministry of Labor and Human Resources and a private university called Khesar Gyalpo University of Medical Sciences of Bhutan was established. In addition, the Royal Institute of Management (RIM) and the Jigme Singye Wangchuck School of

⁴ National Statistics Bureau, Royal Government of Bhutan

⁵ Annual Education Statistics 2020, Ministry of Education, Royal Government of Bhutan

Law exist as independent institutes of higher education. A total of 12,297 students are studying at domestic organizations of higher education and 11,365 students among them belong to RUB. In addition to the students studying at domestic organizations of higher education, 539 students receiving a scholarship from the Bhutanese government or foreign governments as well as 2,572 privately financed students are studying in India, Thailand, Australia and other countries. The ratio of students going on to higher education including the students studying abroad is estimated to be 23.6%.

1-1-5. Bhutan's Development Plan

The basic development principle of Bhutan is Gross National Happiness (GNH) that aims at realizing not only economic growth indicated by GDP and other indices but also the society in which the citizens can feel happiness in harmony with the nature and tradition, etc. This basic principle is actively transmitted in diplomacy, enhancing the presence of Bhutan in the international society. With respect to this point, the concept of GNH plays an important role as soft power, which does not rely on military power or economic power, for Bhutan that is a small country bordering on large countries, India and China.

While the basic principle is to maximize GNH, the development principles "Bhutan 2020" specifies the five objectives, which are human resource development, protection and promotion of cultural heritages, stable and fair development of the society and economy, good governance, and environmental preservation. As a medium-term development strategy, the "Five Year Plan" has been formulated since 1961 and the "12th Five Year Plan" has been implemented since 2018.

The Guidelines for Preparation of the "12th Five Year Plan"⁶ specifies the realization of "sustainable and harmonized society through the decentralization of power" as its objective and plans to achieve the improvement of access to resources and opportunities, harmonization between the community, culture, nature and traditions, sustainable development of the society and economy, and environmental development. With respect to the decentralization of power, which is the characteristics of the 12th Five Year Plan, the guidelines clearly describe that more authority and responsibility related to finance, planning and administration will be transferred to local governments. The guidelines also state that the concentration of budget in the central government will be corrected and the same level of budget will be allocated to local governments. Under these objectives, 17 National Key Result Areas (NKRA) have been set. NKRA shows the framework to be achieved by relevant central and local administrative organizations through tackling their own priority issues or cooperating with each other for flagship projects.

⁶ Guidelines for Preparation of 12th Five Year Plan, Gross National Happiness Commission, 2016

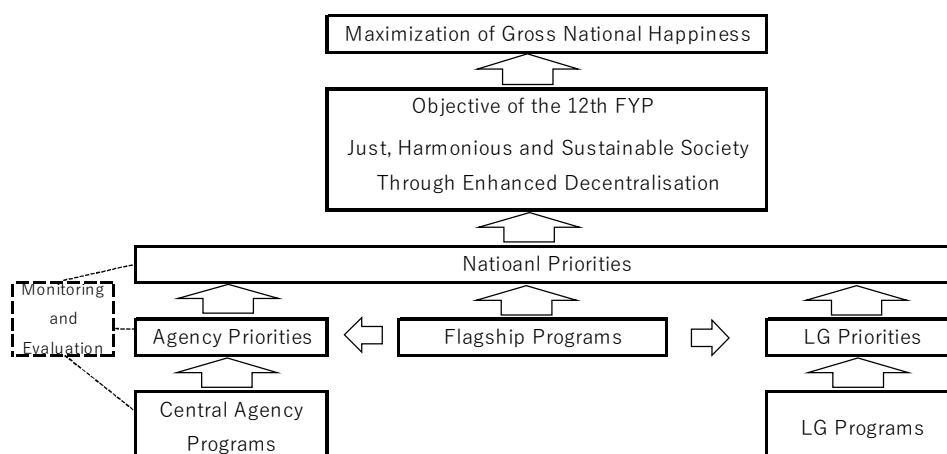


Figure 1 12th Five Year Plan

One of the other characteristics of the “12th Five Year Plan” is that it designates in advance the administrative organization playing a leading role in each of 17 NKRA in consideration that the Gross National Happiness Commission (GNHC), which is the main organization for policy planning, could not fully monitor the progress of the previous Five Year Plan. The designated organization will prepare objectives and plans, implement projects and perform monitoring in cooperation with relevant ministries and agencies as a leading agency.

Table 5 National Key Result Area (NKRA)

NKRA	Leading Agency
Macroeconomic Stability	Ministry of Finance
Economic Diversification	Ministry of Economic Affairs
Reducing poverty and inequality	Gross National Happiness Commission
Preservation of culture	Ministry of Home and Cultural Affairs
Healthy Ecosystem	Ministry of Agriculture and Forests
Carbon neutrality, climate and disaster resilient	National Environment Commission Secretariat, Ministry of Home and Cultural Affairs
Quality of Education and Skills	Ministry of Education
Food and Nutrition Security	Ministry of Agriculture and Forests
Infrastructure, Communication and Public Services	Ministry of Information and Communications, Cabinet Secretariat
Gender Equality	National Commission for Women and Children
Productive and Gainful Employment	Ministry of Works and Human Settlement
Corruption Reduced	Anti-corruption Commission
Vibrant Democracy and Decentralization	Election Commission of Bhutan, Ministry of Home and Cultural Affairs
Healthy and Caring Society	Ministry of Health
Sustainable human settlements	Ministry of Works and Human Settlement
Effective justice services	Royal Court of Justice
Sustainable Water	National Environment Commission

1-2. Background and Overview of the Grant Aid

Bhutan has determined the basic development principle as the maximization of GNH and its development principles “Bhutan 2020” specifies the five objectives, which are human resource development, protection and promotion of cultural heritages, stable and fair development of the society and economy, good governance, and environmental preservation. The medium-term development strategy the “11th Five Year Plan” specifies the “sustainable and equitable development of the society and economy” as its objective, indicating the detailed target values for solving issues such as a rise in the unemployment rate caused by population inflow from rural areas to urban areas and expansion of an economic gap between urban areas and rural areas. These objectives need to be achieved in harmony with the nature, traditions and history. Important issues include development management through the development of core human resources, decentralization of power, improvement of administrative ability for development management, etc., and establishment of system.

Bhutan's GNI per capita in 2020 is approximately 2,860 U.S. dollars, which exceeds the World Bank Group's International Development Association's (IDA) criteria for countries eligible for interest-free loans (1,205 U.S. dollars in FY2022). However Bhutan is one of the IDA-eligible countries as a borrowing country eligible to receive exceptional financing. Bhutan has a chronic trade deficit due to its small domestic market and dependence on imports from India and other countries for almost all consumer and capital goods. With the overwhelming share of imports and exports from and to India, the development of rich tourism resources as a means of earning foreign currency income other than the Indian rupee is also an important issue. There is an urgent need to improve and strengthen the capacity and systems of government agencies and relevant ministries in terms of staff, organizations, institutions, and finances in order to solve each development issue. In order to graduate from a least developed country and achieve economic growth in the future, administrative reform and the development of core human resources to support this reform are urgently needed.

Japan and Bhutan have consistently maintained a good relationship since the establishment of their diplomatic relationship in 1986. Bhutan supports Japan's bid for a permanent seat on the United Nations Security Council and the two countries cooperate with each other in international scenes. In addition, Bhutan is located between two large countries India and China and therefore the stability of Bhutan is important for the South Asia region.

Under the above circumstances, the Bhutanese government submitted a request to the Japanese government about the student acceptance plan for four terms from FY 2023. The development of administrative officers and other human resources by this project is expected to contribute to the enhancement of administrative organizations and the solution of development issues.

1-3.Civil Service System in Bhutan

1-3-1. Administration System and Civil Servant System

(1) Framework of Bhutan's Administration System

The major central administrative organizations in Bhutan include the three organizations stipulated in the Constitution (Constitutional), ten ministries, and 35 independent administrative organizations (Autonomous & Agencies). The local administrative organizations include 20 provinces (Dzongkhag), four cities (Thromde) and 205 districts (Gewog). In addition, there are civil servants who work for the royal family, assembly, and courts.

(2) Framework of Bhutan's Civil Servant Personnel System

The framework of civil service personnel system in Bhutan is determined in the "Bhutan Civil Services Rules and Regulations (BCSR)." BCSR determines the basic civil service system such as the classification of civil servants, employment, authority, treatment, evaluation, penal rules, and establishment of the human resource committee.

The civil service system of Bhutan adopts the Parent Agency System. Civil servants belong to two organizations, which are the parent agency allocated for each occupations and the organization for which civil servants actually work. The parent agency and the organization for which civil servants actually work have a different role in civil service personnel affairs, and the parent agency plays a more important role for long-term human resource development. However, RCSC as the parent agency of civil service personnel affairs and administration has the authority related to civil service examination, promotion to important positions, management of the government's scholarship project and other important matters.

In Bhutan, there is no difference between the civil service system of the central organizations and that of local organizations and the civil servants working for provinces and cities have the same status.

(3) Classifications of Civil Servants

(a) Position

Civil servants are classified based on the position and the occupation. With respect to the position, there are four categories and 21 levels. Among the four position categories, the Professional and Management Category (PMC) or above requires the acquisition of at least a bachelor's degree. For the employment of civil servants of PMC or above, RCSC conducts the Bhutan Civil Service Examination (BCSE). For this reason, the administrative officers of PMC or above who have passed BCSE and have a bachelor's degree or above are considered to be candidates for an executive position. The civil servants targeted by JDS are also the civil servants of this category.

The civil servants of Level P1 or above are required to select their career, either a management career or a specialist career. In the case of the specialist career, it is necessary to have a master's degree to be promoted to Specialist (ES) Category.

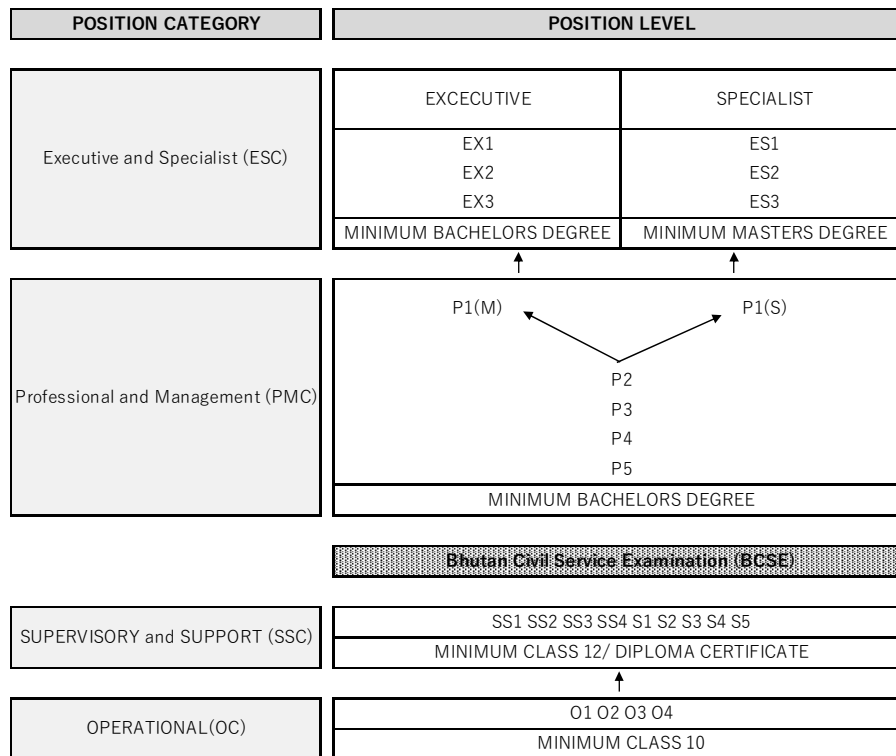


Figure 2 Position Category and Level

The number of civil servants by age and the ratio of males to females in relation to PMC and ESC as of December 2021 are shown in the following figure. PMC officials up to 39 years of age targeted for JDS master's courses amounted to 9,984 persons in total, making up the largest age category. Moreover, the ratio of males to females for PMC is close to 1:1; however, for ESC, the figure for males amounts to 80%.

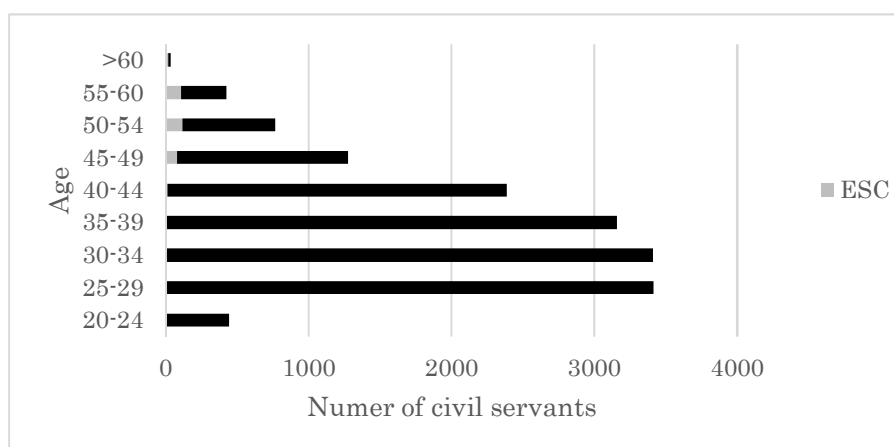


Figure 3 Number of Civil Servants by Age at PMC and ESC Level

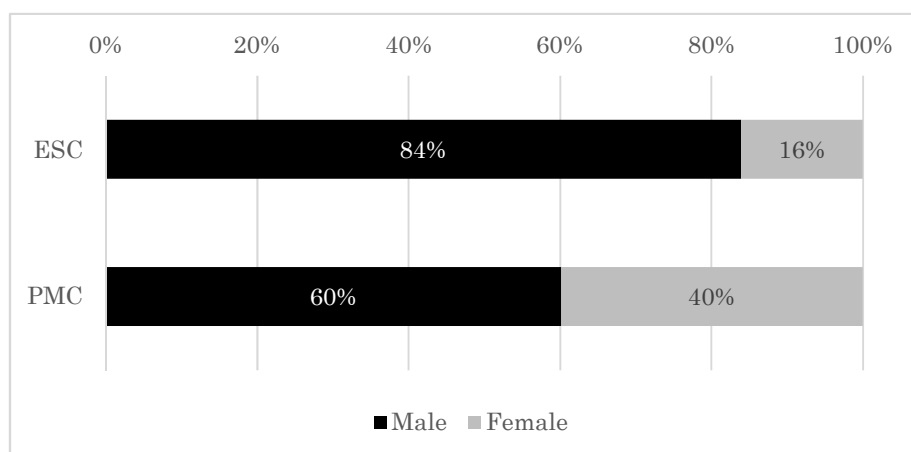


Figure 4 Male/Female Ratio at PMC and ESC Levels

Positions in the Executive and Specialist Categories are divided into EX1 to EX3 and ES1 to ES3, respectively, in descending order of rank, and the positions in each category are shown in the table below.

Table 6 Position in the Executive/Specialist Category

Executive		Specialist	
Position Level	Position Title	Position Level	Position Title
EX1	<ul style="list-style-type: none"> • Secretary • Cabinet Secretary • Zimpon • Ambassador I • Secretary General • President • Permanent Representative I 	ES1	<ul style="list-style-type: none"> • Specialist I • Professor
EX2	<ul style="list-style-type: none"> • Permanent Representative II • Joint Auditor General • Director General • Consul General I • Dzongdag I (Administrative Head of a District) • Ambassador II • Registrar General • Surveyor General • Chief of Protocol 	ES2	<ul style="list-style-type: none"> • Associate Professor • Specialist II
EX3	<ul style="list-style-type: none"> • Changap I • Director • Executive Director • Medical Director • Registrar (BMHC) • Changap • Ambassador (III) • Drangpon (Judge) • Secretary of Examinations • Secretary General (Bhutan Olympic Committee) • Executive Secretary • Deputy Auditor General • Director (National Library) • Director (National Museum) • Deputy Attorney General • Deputy Permanent Representative • Deputy Chief of Mission • Registrar General (Intellectual Property) • Dzongdag II • Drug Controller • Consul General II • Chief of Protocol I • Zhung Dronyer I • Zimpon Wogm 	ES3	<ul style="list-style-type: none"> • Specialist III • Assistant Professor • Master Teacher • Specialist (Geology) • Master Lead Teachers • Medical Superintendent I

(b) Occupation

The occupation⁷ has three classes. The first class has five Super Structure Groups. The second class has 19 Major Occupational Groups (MOG). The third class has 93 Sub Groups (SG). Each Super Structure, which is the superior class of each occupation, is divided into MOG and further into SG. For example, a civil servant working for the Planning Services belongs to the Planning & Research Service Group of the Administration Service. In principle, the Super Structure of a civil servant is determined when the civil servant is employed, and he or she is not transferred to another Super Structure. As stated above, the occupation system of Bhutan provides a framework under which civil servants develop their career by improving their expertise in the same Super Structure.

SUPER STRUCTURE GROUP (5 Groups)	MAJOR OCCUPATIONAL GROUP (MOG) (19 Groups)	Sub Groups (93 Groups)
Executive & Specialist Service	Executive & Specialist Services Group	Executive Services Specialist Services
Administration Service	Planning & Research Services	Planning Services Research Services
	Trade, Industry & tourism Service Group	Industries Services Marketing Services Intellectual Property Services
	Finance & Audit Services Groups	Audit Services Revenue Services
Finance Service		
Technical Service	Agriculture & Livestock Services Groups	Agriculture Production Services
Education Service	Education & Training Service Group	Training/Tertiary Teaching Services

Figure 5 Classification of the Occupation

(4) Recruitment

The graduate employee recruitment examination was commenced in 1983 and thereafter several tests were integrated and abolished to establish current BCSE. The civil servants of PMC or above, who are candidates for an executive position, are recruited at once through BCSE conducted by RCSC and they must pass this examination. With respect to the current eligibility requirements for examination, applicants need to have Bhutanese nationality and aged 18 or more and 35 or less (those who already have a job need to be aged 45 or less) and have a bachelor's degree required by the occupation for which they apply⁸.

⁷ Super Structure Manual version 1 (2016), Royal Civil Service Commission

⁸ However, not all civil servants of PMC or above have a bachelor's degree or above due to a difference between the past civil service system and the current system. For example, the civil servants of SSC who were not required to have a bachelor's degree could be promoted up to P3. In some cases, those who did not have a bachelor's degree were employed due to staff shortage. Although some of these civil servants aim to acquire a bachelor's degree, they are not demoted and still belong to PMC without a bachelor's degree.

BCSE consists of preliminary examination (PE) and main examination (ME). The number of opportunities for taking the examination is limited (three times for PE and twice for ME). The number of persons to be employed is determined by adjusting the matter according to the needs of each organization.

Table 7 Qualifications for BCSE

Test Category	Qualifications	Minimum Academic Requirements
Administration Service	<ul style="list-style-type: none"> - Be a Bhutanese citizen - Have attained at least 18 years and not be older than 35 years (not be older than 45 years for in-service candidates) 	Bachelor's degree in any field
Financial Service		Bachelor's degree in Finance, Economy, Business and Accounting
Educational Service		Bachelor's degree in Education or relevant subject prescribed for the Bhutanese School Syllabus or Higher Educational Institute Programs
Technical Service		Bachelor's degree in relevant field

The preliminary examination includes the tests of English and Dzongkha ability, logical problem solution ability and data interpretation and thereby determines the applicants who should go on to the main examination. The main examination is conducted for each of the four groups corresponding to the Super Structures (Administration Service, Financial Service, Education Service and Technical Service).

The main examination consists of school records (10%), written test (70%), and interview test (20%). For school records, not only the records of higher education but also the records of middle stage secondary education and later stage secondary education are taken into account. The written test for the Administration Service and Financial Service sets questions related to Dzongkha, English, general knowledge, and issues about the development of the society and economy in Bhutan. The test for the Technical Service sets questions related to languages, general knowledge and expert knowledge. For the students specialized in Dzongkha and some applicants for the Educational Service, the content of test is different. The interview test is conducted in both English and Dzongkha by five interviewers appointed by RCSC.

Those who have passed the examination are employed as P5, which is the lowest level of PMC, in the Super Structure for which they took the examination. They are allocated to each organization by taking into account their BCSE results and vacancies of positions. After the determination of allocation, they can participate in pre-service training. They are obliged to work at least for three years.

(5) Promotion and Transfer (Career Path)

(a) Promotion system

Under the civil service system of Bhutan, the promotion of employees is determined annually

based on competition under the merit system or personnel evaluation. There are five promotion systems (Table 8). The requirements of promotion include a vacancy of positions in the relevant organization, the ability of each individual, an aptitude for civil service, working experience in local organizations, age, and the length of service.

Table 8 Promotion System

Category	Overview
Promotion through Open Competition	It is a competitive promotion examination conducted by receiving applications when there is a vacancy of positions. The civil servants of the same Super Structure can make an application. Those who do not belong to the relevant organization can also make an application. The examination includes a document screening and an interview test.
Promotion within the broad-banded positions	This system may be used when the current position requires the same qualification, skills or responsibility as the immediately superior or inferior positions. Although it is not competitive, requirements such as the length of service and personnel evaluation have to be met.
Promotion to specialist position	This system evaluates the civil servants having high expertise to motivate them to continue working in a specific area of specialization in the relevant organization. Although it is not competitive, requirements such as the length of service and personnel evaluation have to be met.
Fast-Track promotion	This system is used to achieve the principle of the same wages for the same work. Although it is not competitive, requirements such as the length of service and personnel evaluation have to be met.
Meritorious promotion	This system applies to those who have received very good personnel evaluation for consecutive three years. An employee can be promoted six months or one year earlier.

New employees of the lowest level of each category are not promoted for the first five years. For the second and subsequent promotion, the minimum length of service is required for each category. Three promotion systems also require the minimum length of service at the most recent position. If the performance of a civil servant is evaluated as low, one year is added to this requirement of the length of service.

Furthermore, leaves of absence for the purpose of obtaining a master's degree approved by the RCSC, whether domestic or foreign, may be counted as tenure for promotion purposes extending to 18 months at most. In addition, even in the first year during leave of absence from work, full salary can be provided; however, after that, a half salary is given. Exceptionally, when students acquire degrees in SAARC countries, a full salary can be provided during the entire period.

Table 9 Minimum Duration

Position Category	Minimum Duration
Executive	5 years
Specialist	6 years
Professional and Management	4 years
Promotion Category	Minimum Duration in the current position
Open Competition with promotion	2 years
Promotion to specialist	4 years (Promotion to P1)
Fast-Track promotion	2 years or 3 years (in case of second fast track)

Each promotion system has the supervising authority, and the human resource committee of the supervising authority approves promotion. RCSC supervises promotion to EX, ES and other important positions, the meritorious promotion system, and the fast track promotion system. RCSC is considered to play an important role as the central organization of civil service personnel system.

(b) Transfer system

The civil service system of Bhutan aims at improving the expertise of each civil servant. For this reason, civil servants are transferred within the Super Structure to which they belong and are not transferred to another Super Structure, in principle.

The transfer plan is determined by the parent agency in consultation with the organization for which the relevant civil servant actually works. As in the case of promotion, the supervising authority is also determined for each type of transfer.

Table 10 Authority to Transfer

Type of Transfer	Authority
Inter-Agency	RCSC • Parent Agency
Intra-Agency (the same occupation, except EX and ES)	Agency
Intra-Agency (EX, ES)	RCSC
Inter-Major Occupational Group within the Super Structure group	RCSC
Inter-subgroup in an MOG within the Super Structure group	Agency
Inter-Super Structure	RCSC

In principle, civil servants are transferred every five years. They are required to work in the most recent position at least for three years and those who have participated in long-term training, etc. are required to work in the same position at least for the same period as the training period. With respect to the transfer of the employees belonging to the Technical Service where particularly many employees have high expertise, the employees cannot be transferred to any position requiring different expertise or ability even within the same Super Structure or MOG.

However, there is a system under which the employees of PMC who are at Level P2 or lower and ES Category may be transferred to another Super Structure up to twice. Those who have worked as a civil servant for five years or longer can make an application, and RCSC supervises this system.

(c) Gender Consideration⁹

Bhutan holds the 130th place among a total of 156 countries in the global gender gap index in 2021. In Bhutan, men and women have an equal legal status and generally the women's status is said to be relatively high compared with other developing countries. On the other hand, the

⁹ Survey of Country Gender Profile (Kingdom of Bhutan), JICA, February 2017

situation considerably differs between urban areas and rural areas and the society recognizes the women's role in a family as a housewife or mother.

In these circumstances, Bhutan ratified the "Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)" in 1981 for gender mainstreaming. The Bhutanese government is implementing multiple domestic measures in accordance with the international standards. The "11th Five Year Plan" specifies the "establishment of the environment for promoting women's participation from the viewpoint of gender" as a major objective. In 2014, the National Commission for Women and Children as the main organization for promoting gender equality determined the "Gender Mainstreaming Guidelines," indicating the approach and procedure to be taken commonly by each sector for gender mainstreaming. In addition, the "GNH policy examination tool" used commonly by each sector as a tool for examining policies specifies gender equality as one of the examination items.

With respect to the gender balance of civil servants, the ratio of female civil servants to all civil servants in Bhutan is about 39% in 2021, which is improving from 29% in 2008. The gender gap has narrowed rapidly in recent years, with the number of female civil servants increasing nearly five-fold over the past two decades, and the percentage of female civil servants has increased from 23% to 39%. On the other hand, among senior civil servants (EX/ES category), women account for only about 16% of all civil servants, as shown in Figure 4. The ratio of female senior civil servants is small, but the ratio of female civil servants of Level P1, who are candidates for senior civil servants, is 32% and therefore it will improve in future.

1-3-2. Human Resources Development System

At the 113th National Day Celebrations as a nation on December 17, 2020, His Majesty the King of Bhutan requested drastic reform in light of reconstructing the civil service and education sector with the aim of increased Bhutanese autonomy and the transformation into a developed country. In response to this, RCSC has held discussions with various associated parties for realizing a reform for the civil service system and established the following five thematic areas when commencing such reform.

Table 11 Five Thematic Areas for Civil Service System Reform

	Thematic areas
1	Improvement of government size
2	Enhancement of the service provision system
3	Reinforcement of the civil service system
4	Leadership development and management
5	Enhancement of benefit packages for civil servants

As a part of civil service system reform, RCSC publicly announced the establishment of King's

Scholarships Program (KSP)¹⁰ for fostering superior civil servant candidates in February 2022. The purpose of this program is to strategically foster personnel who will become superior civil servants in the future, and RCSC is implementing the program in cooperation with the Higher Education Bureau of the Ministry of Education. In 2022, the capacity for nine undergraduate students was established, targeting twelfth-grade students (i.e., those in their final year of the secondary education). As far as screening processes are concerned, 630 persons (70 persons × 9 fields) in total selected based on academic performance in the targeted nine fields proceed to an aptitude test, resulting in 90 persons (10 persons × 9 fields) selected depending upon the results of the test. In an interview examination conducted as a final type of test, applicants are evaluated with 25% of consideration given to the aptitude test, 50% to academic performance, and 25% to the interview examination. Based on the results of the aforementioned outcomes, nine successful applicants are determined. Candidates are examined through various evaluation indexes as well as academic performance, and those exhibiting passion and strong convictions to become civil servants are selected. Selected students are able to acquire bachelor's degrees in top-tier universities overseas. In addition, students who have acquired degrees through such program are required to take the Bhutan Civil Service Examination (BCSE). It is expected that personnel who have participated in this program will become civil servants and superior JDS candidates in the future.

In addition, in order to improve governmental decision-making abilities, excellent researchers are necessary. Based on this concept, with the aim of improvement of research abilities, superior young civil servants are dispatched to the Centre for Bhutan & GNH Studies (CBS), which is a governmental think tank, for four years. Such efforts commenced based on the concept that in order to improve governmental decision-making abilities, superior researchers who conduct empirical studies based on critical thinking would be required. With this idea as a backdrop, the purpose of such efforts was for civil servants to acquire research abilities and data based on evidence via the appropriate research methods. In addition, in Bhutan, such technical employees will assume positions responsible for formulating policies in the future or positions in which they provide relevant information and opinions for formulating policies as close advisers to those who determine such policies. This matter has been expressly described in the national public service code of Bhutan.

Young civil servants dispatched based on this framework have devoted themselves to CBS research without being involved in affiliated ministries and government offices for four years unless they have participated in training, etc. Moreover, after obtaining CBS's approval, participating civil servants select themes related to national issues and are required to submit 5,000-word reports each month. As long as the requirements for course adequacy are satisfied, it is possible to proceed to doctoral courses lasting four years, and the period of studying can be counted as a part of such four years. Thus, it is possible for superior young civil servants

¹⁰ King's Scholarship Announcement, 2022 (18.02.2022-Announcement-Kings-Scholarship-1-1.pdf (rcsc.gov.bt))

dispatched to CBS to apply for JDS doctoral courses as well.

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

1-4-1. Trends of the Japanese ODA

(1) Overview

Since Japan offered technical assistances in agriculture fields in 1964, Japan has been a major donor country and provided various assistances including Grand Aid project to Bhutan.

The Country Assistance Policy for the Kingdom of Bhutan has been set by the Japanese government in May 2015. Japan will contribute to stabilization of the entire the South Asia region through assistances to Bhutan's democratization started in 2008 with respect for the basic philosophy of GNH. Based on the Country Assistance Policy for the Kingdom of Bhutan, Japan set two priority areas and three development issues and JDS is highly relevant to the policy.

Table 12 Country Assistance Policy for the Kingdom of Bhutan by the Japanese Government

Basic Policy (Overall Goal)	Priority Areas (Mid-term Goal)	Development Issues (Short-term Goal)
Assistance for self-reliant and sustainable nation building with a good balance of rural and urban areas	Sustainable economic growth	<ul style="list-style-type: none"> •Improvement of standard of living in rural areas •Industry development and employment creation
	Reduction of vulnerability	<ul style="list-style-type: none"> •Countermeasures for environmental issues and climate change

Changes in aid made by major donor countries recently are shown in Figure 5. Japan has been the largest supporting country among OCED member countries and contributed to the development of Bhutan.

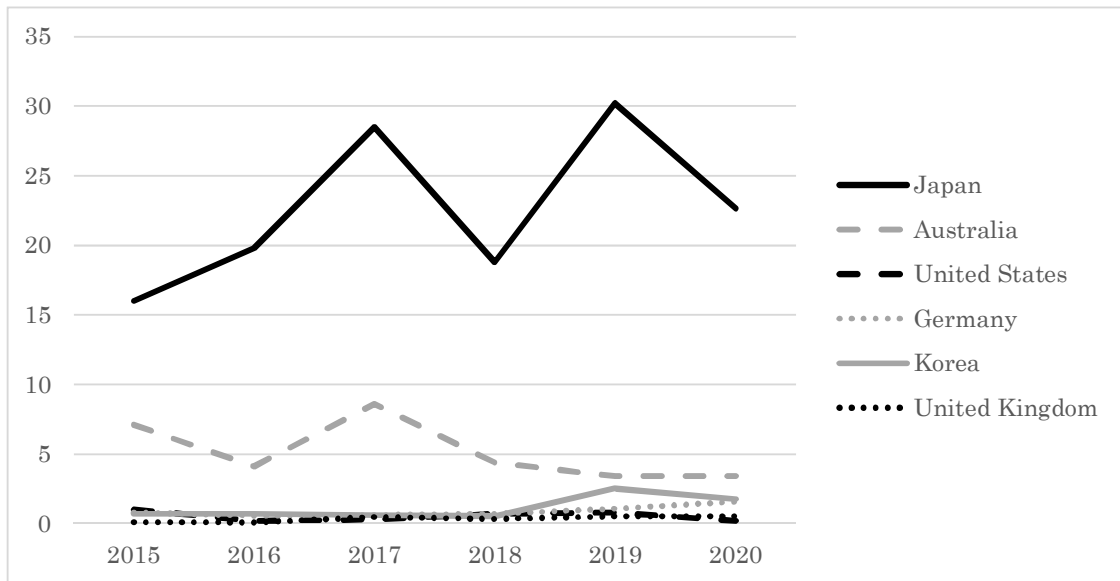


Figure 5 Changes in Aid Expenditure of Major Donors to Bhutan¹¹
(U.S. dollars in millions, based on aggregate spending)

JICA had provided loan aid of 5.8 Billion yen, 41.14 billion yen in grant aid, and 23.26 billion yen for technical cooperation in total by 2019. At present, the projects in the fields of agriculture and rural development, infrastructure improvement, public service assistance, and the like are being implemented¹².

1-4-2. Japanese Government's Scholarship Programs¹³

(1) Overview

As of May 1, 2021, there was a total of 242,444 international students in Japan (including both Japanese government scholarship students and privately financed students) from around the world¹⁴. In 2019, the total was 312,214 international students, surpassing the 300,000 mark, but the number has fallen below 300,000 in both 2020 and 2021, decreasing over the two years. The reason for the decrease is the COVID-19 pandemic that prevented many of new international students from entering the country¹⁵.

By country, the vast majority of international students are from Asia, accounting for 95.1%. Of Asian countries, 80% of all international students are from the highest four: China (94,063), Vietnam (38,592), Nepal (16,500), and South Korea (13,652). In other words, the majority of all

¹¹ OECD.Stat <http://stats.oecd.org>

¹² ODA by Country 2020, Ministry of Foreign Affairs [6] Bhutan, Table 1-2. Past assistance from Japan to Bhutan (cumulative)

¹³ Map of JICA Major Projects in Bhutan, JICA, 2017

¹⁴ Result of International Student Survey in Japan, 2021, March 2022, Japan Student Services Organization (JASSO)

¹⁵ Ministry of Education, Culture, Sports, Science and Technology website
https://www.mext.go.jp/a_menu/koutou/ryugaku/1412692.htm

international students in Japan are from only a few specific countries.

The total number of international students from Bhutan in Japan amounted to 204 as of May 2020. Looking at classification by enrollment stage, there are 33 students in graduate schools, 18 undergraduate students at college/university faculties, 152 special vocational school students, and a single Japanese school student. According to past statistics, up to 2016, the number of international students changed from approximately 20 to 30 students. Numbers of privately financed persons enrolled in Japanese schools have rapidly increased since 2017. In 2018, 685 persons in total studied overseas at Japanese schools or special vocational schools. Given this situation, as an aspect of employment policies for young people in Bhutan, it seems that the fact that the Bhutan's Ministry of Labour and Human Resources has commenced promotion of study abroad since 2017 has considerably influenced the rapid increase of such students. By 2020, the number of persons enrolled at Japanese schools had considerably decreased due to impact of the spread of COVID-19. Despite this, due to increase of international students at special vocational schools, the total number of international students enrolled in higher education institutions was at the same level at that of the previous year.

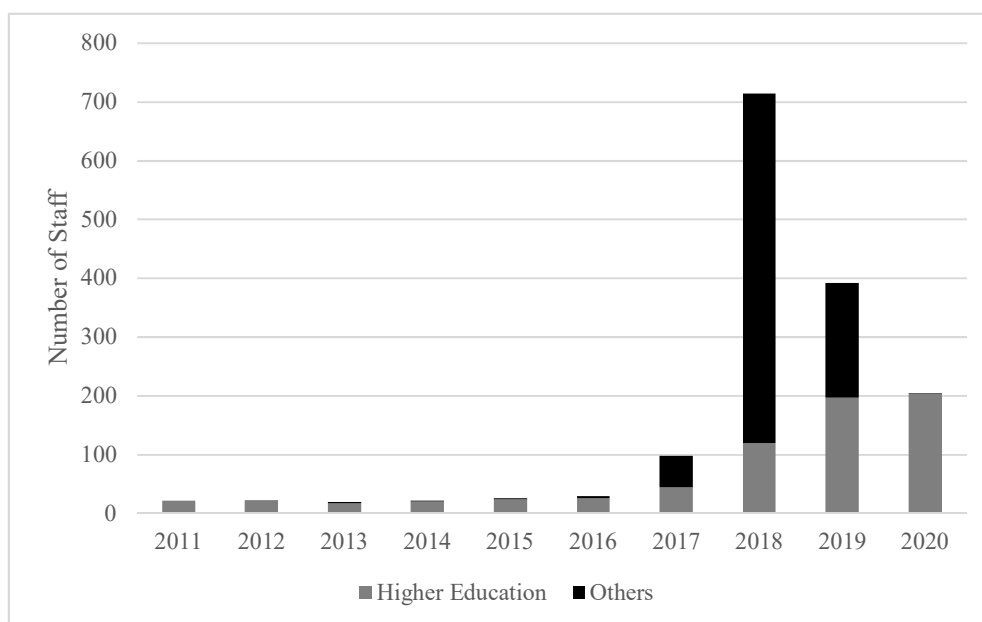


Figure 6 Number of Bhutanese students to Japan (past 10 years)¹⁶

The scholarship programs for Bhutanese sponsored by the Japanese government are mainly implemented by the following organizations: Research Scholarship sponsored by Ministry of Education, Culture, Sports, Science and Technology and international organization's scholarship programs funded by the Japanese government, and JICA long term training programs. Table 13 describes the outlines of these programs.

¹⁶ Source: Japan Student Services Organization (JASSO) : annual survey on international students

Table 13 Japanese government's scholarship programs

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research Fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation Ph.D.) Program	To support outstanding researchers from Asian and African nations in obtaining PhDs from Japanese universities by submitting theses, regardless of the graduate school program. 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 programs 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 U.S. 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 officer</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a Master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a Ph.D. course in any university in Japan (not specified).
	Asian Development Bank - Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in ten countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million U.S. dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese Studies overseas, this program provides support to outstanding foreign <u>scholars, researchers, and Ph.D. candidates</u> in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 12 months.

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

The Scholarship sponsored by the Japanese Ministry of Education, Culture, Sports, Science and Technology, which is currently offered in Bhutan, includes programs for research students and teacher training students. The quota of research students recommended by the Japanese Embassy is usually filled with administrative officers.

The Japanese Government Scholarship program is aimed at contributing to human resource development by seeking friendship goodwill with foreign countries. In Bhutan, the target of the program is also administrative officers, however, the difference in the strategies is seen because the program is mainly aiming at developing individuals, JDS is aiming at forming “critical mass” in specific fields by limiting accepting fields and targets. Also, the number of administrative officers dispatched under the Japanese Government Scholarship program is larger in the fields of science and engineering than in the fields of social sciences.

The Young Leader’s Program (YLP), which is made to send highly-regarded, promising young administrative officers to a master’s program, is not available in Bhutan.

Table 14 Overview of Research Student MEXT Scholarship Program

Program	Research Student
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 one to two 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.
Year started	1954
Fields of study	All fields which Japanese graduate schools offer
Language	Japanese or English
number of slots	Not fixed
Main qualifications and requirements	Age: under 35 Work Experience: no special experience is required. (Undergraduate students can apply.)
Selection of Candidates	Recommendation by Japanese embassies and missions abroad, recommendation by universities

Table 15 Number of MEXT Scholarship Bhutanese Students¹⁷

Program	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Ph.D.	1	2	0	1	1	1	1	2	2	2
Master	4	6	3	3	4	4	4	6	6	3
Research Students	1	1	2	1	2	1	4	3	0	2

¹⁷ Provided by Embassy of Japan in India

(3) JICA Project

The projects for accepting international students by JICA are as follows. It can be said that the JICA long-term training program targets technical experts in specific fields and is positioned differently from JDS, which targets administrative officials involved in policy formulation.

Table 16 JICA's Human Resource Development Project in Bhutan (FY2021)

Training Type	Project Name	Slots
Long-term Training	Core Human Resource Development for Road Asset Management Program	4
	Sustainable Human Resource Development for Technical Engineer in Energy and Electrical Sector	2
	Agricultural Networks Program for Food Security (Agri-Net)	1
	SDGs Global Leader	3

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

(1) Outline

Cooperation and exchanges under private initiatives conducted by Japan and Bhutan are still limited compared with those of other Asian countries. There were 124 Japanese residents in Bhutan as of 2021. There was only one Japanese company in Bhutan at that time, which represented the lowest level of penetration among Asian countries¹⁸. Moreover, examining trade figures for Japan and Bhutan in 2021, exports from Bhutan to Japan accounted for about 34 million yen while the figure for exports from Japan to Bhutan was about 850 million yen¹⁹. Main exported items from Bhutan are fresh and chilled vegetables, and ferroalloys, while those from Japan are small excavators, ferroalloy, unalloyed steel, and iron products, and automobile related components²⁰.

Investments by foreign enterprises in Bhutan are regulated by “Foreign Direct Investment Policy” and thus, Japanese companies have not penetrated Bhutan. However, case examples of collaboration and exchanges through JICA projects, etc. have emerged. Such examples will be introduced hereinafter.

¹⁸ Statistics on Japanese nationals residing overseas January 24, 2022, Ministry of Foreign Affairs

¹⁹ Trade Statistics of Japan (all of 2021), Ministry of Finance

²⁰ Basic data of Bhutan, Ministry of Foreign Affairs

(2) Example of Private Cooperation and Exchange

Exchange with Amacho, Oki-gun, Shimane²¹

Cooperative projects for JICA and Amacho between Amacho in Oki-gun, Shimane and Bhutan have been implemented. That is, mutual exchange has taken place with the dispatch of Japanese high school students to Bhutan and acceptance of JICA training, etc. In 2022, the JICA Grassroots Technical Cooperation Project commenced, known as the “attractive school” project in the Kingdom of Bhutan (project-based learning: PBL) toward “School Centered Community Revitalization.” Through this project, PBL (Project Based Learning) has been implemented at the Oki-Dozen Senior High School in Shimane. The number of its students doubled because of its attractive educational offerings and the crisis of closing the school due to declining numbers of students was reversed. Based on PBL, the project in Bhutan aims at development and dissemination of a similar educational model in Bhutan.

In addition, one of the Volunteer Projects implement by Waseda University is the Ama Bhutan Project. Through this project, university students who experienced work in Amacho conduct activities for contributing to community revitalization in Bhutan. In 2020, focusing on the “food” field in Amacho, through cooperation with Bhutanese high school students, a project for enhancing PR related to food in Amacho and for new recipes was launched.

Collaboration with Japanese companies²²

Agriculture is a major industry in Bhutan; however, most of its land is in mountainous areas. Thus, neither agricultural lands nor cold chains have been developed, which is problematic. In order to solve this problem, in 2019, Kawasaki-Rikuso Transportation Co., Ltd. executed a memorandum concerning constructing of low temperature/cold storage warehouses with Singye Group, which is a leading corporate body in Bhutan. It has been agreed that cooperation for arrangement of low temperature/cold storage warehouses would be made for expanded export of fruits, vegetables, and processed goods as well as agricultural promotion in Bhutan. Singye Group is also moving ahead with discussions with JICA concerning plans for using candidate land in the western and southern parts of Bhutan.

Moreover, Kawasaki-Rikuso Transportation Co., Ltd. imports lemongrass tea leaves grown in Bhutan, conducts packaging of the same in Japan, and sells such packaged products in Japan through cooperation with Bio Bhutan. Through transactions with Bio Bhutan, when operating low temperature/cold storage warehouses in Bhutan in the future, Kawasaki-Rikuso Transportation Co., Ltd. desires to make connections with farmers, which will lead to distribution processing and export of agricultural products made in Bhutan in the future.

²¹ “Exchange between Ama-cho, Oki-gun, Shimane Prefecture”, Yuudai Hirayama

²² Cago-News, No. 4926, January 26, 2021

1-5. Trend of Other Donor's Aid

The questionnaire distributed to each of the target organizations in this preparatory survey identified the major scholarship programs in Bhutan as follows: Australia Awards (1st), TICA (2nd), and the Nehru-Wangchuck Scholarship (3rd). The major donors competing with JDS are Australia, Thailand, and India. Of these, the Australian Government Scholarship is the largest competitor to JDS.

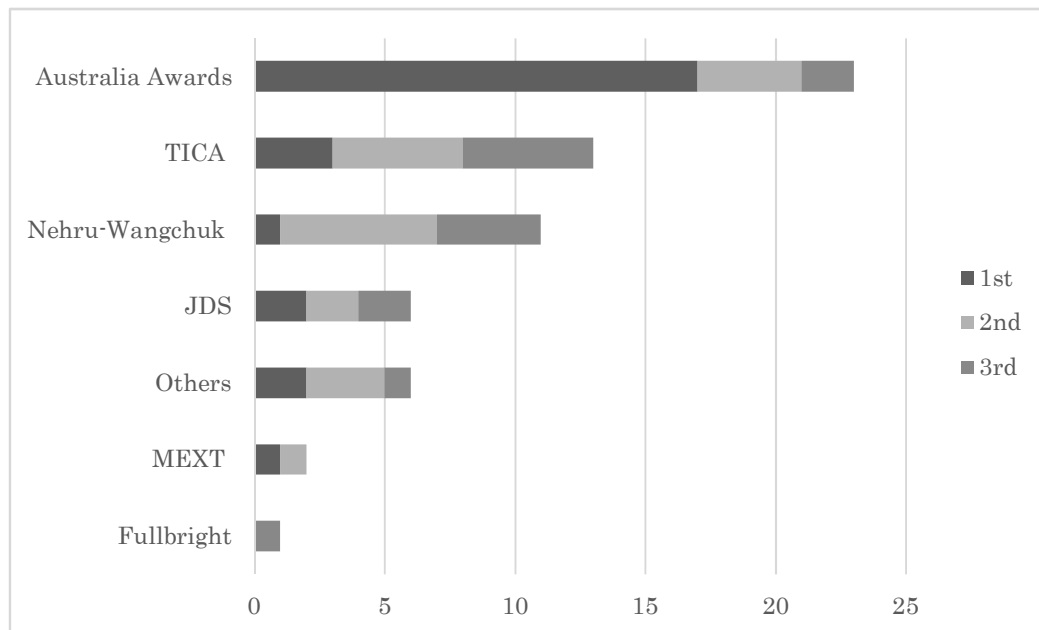


Figure 7 Major scholarship programs at each target organization ²³

²³ The top three major scholarship programs were identified at each target organization and the results were summarized. Each number represents the number of target organizations that responded.

Table 17 Other Donor's Scholarship Programs in Bhutan

Country	Program	Degree	Target	Slot	Field of study	Feature
Australia	Australia Awards Scholarship	Master	Civil servants, Non-civil servants	An average of 10-15/ year	Based on consultation with RCSC (for civil servants) and MoLHR (for non-civil servants): Professional Accounting, STEM Education, Electrical Engineering, Human Resource Management, Information System Management, Civil or Structural Engineering	Used to have around 45-50 slots per year but it has come down drastically
Thailand	TICA Scholarship	Master, PhD	Civil servants	50 / year (20 Full scholarship and 30 Cost sharing)	Health (Doctor of Medicine/Residency programs) and Education (TESOL and other subject specific Master's) are major fields of studies offered under TICA Scholarship	The scholarship and the number of slots under the scholarship is as per Record of Discussion (ROD) which is signed between TICA and the RCSC. The tenure of each RoD is a total of 3 years covering a total of 150 Fellowships. Thus, that 150 is spread over 3 years with 50 Fellowships each year.
India	Nehru-Wangchuck Scholarship	Master	Civil servants	9 / year	Economics, Professional Accounting, Veterinary Science (Gynecology and Obstetrics), Information Systems	Used to be 8, but increased to 9 from 2020.
USA	Fulbright Program	Master	Civil servants, Non-civil servants	2 / cycle	Economic Development, Public Administration, Urban and Regional Planning	-
Thailand	Trongsa Penlop Scholarship	Master	Civil Servants (Teachers)	5 / year	Education	Based on an agreement with Rangsit University in Thailand, candidates are sent directly to Rangsit University without having to choose a university
India	GoI Project Tied Assistance Scholarship	Master	Civil Servants	15 / year	Cultural Studies/Archaeology, Development Administration/ Development Studies, Construction and Infrastructure Management, Construction Technology and Management, Mechanical Engineering/Drilling, Engineering Management, IT, Mathematics, Economics, Accountancy, Physics	-

(1) Australia Awards Scholarship²⁴

Scholarships funded by the Australian government was launched in 1962 and were combined into Australia Awards in 2010. Australia Awards Scholarships are well known as reputable, reliable and established programs in Bhutan.

The operation of the project is carried out by Scope Global which is an agent of the scholarship in six countries in South Asia. On behalf of the Australian government, the company carries out recruitment and selection activities, support for organizing the operating committee, follow-up activities after returning home, etc. In 2021, the South Asia and Mongolia programs was merged to form the "Australia Awards - South Asia & Mongolia" to streamline administration and create new cross-program opportunities for returning students.

The number of scholarships that the Australian government offers every year may change depending on their budget. Until recently, a total of 45-50 numbers per year used to be taken, on an average. However, since the number of slots is tied to the budget received from the Australian government, the number keeps fluctuating according to the approval of the Australian Parliament. The recent trend has been seeing around 10-15 Fellowships annually, on an average.

There is no fixed and prescribed fields of study. In fact, the fields of study are discussed every year between Australia Awards Bhutan Office, RCSC (for civil servants) and Ministry of Labour and Human resources (for non-civil servants). But broadly, some of the recurring areas of study funded by the Australian Scholarship are Education, Cyber Security, Human Resource Management and Accounting besides Economics and Engineering.

Although Australia Awards Scholarships offered both bachelor's and Ph.D. programs in 2010, the Scholarships currently provides master's degree programs only. In addition, although the master's program is two years of study, it is recommended to be shortened to 1.5 years by utilizing the Recognition of Prior Learning (RPL).

In the screening process, agents check the eligibility of applicants and education consultants examine each application documents. Joint interviews are conducted with the Australian Embassy in India, and RCSC or the Ministry of Labor and Human Resources, and Awards recipients are selected. Universities, in which they are allowed to enroll, are not fixed in advance. Awards recipients can select their desirable universities within the priority areas. If they fail to meet requirements of their second choice, they will lose their scholarship entitlement. For female candidates and those from the districts, their scores are raised in the screening process.

After leaving for Australia, universities offer Introductory Academic Program (IAP) for a month and scholars learn how to write a thesis, study methods and quotation rules. After that, the scholars are taken cared by Scholarship Contact Officers (SCO). Australia Awards Scholarships allow scholars to bring their family from their home countries and their family members are permitted

²⁴ Interview with Scope Global (Implementing agent of Australia Awards)

to work. This is one of the reasons why these scholarship programs have been popular²⁵.

After scholars return to Bhutan, besides workshops for results reporting in front of invited civil servants, they conduct a follow-up activity called Alumni Development Impact Survey at the time of one-year anniversary. Moreover, there are about 1,000 alumni at present, and from among them, about 300 mainly participate in alumni association activities. Alumni association activities include the holding of workshops and seminars as well as social contribution activities, such as cleanup work and blood donation. About 60 persons participate in each event and the Australia Awards Bureau provides social-network-based notification and transmits follow-up emails. Furthermore, the alumni association also takes the initiative to invite alumni to participate in various events. In relation to JDS follow-up activities, in addition to support from the administration side, a mechanism that allows international students who have returned home to proactively engage in the alumni association activities that they would consider meaningful is also necessary.

(2) TICA Scholarship²⁶

The TICA Scholarship has been provided since the 1980s in order to encourage training in such fields as regional development, agriculture, health, education, and private sector development. The TICA Scholarship has 50 slots per year, the most of any donor scholarship. According to the record of discussions between TICA and RCSC, a total of 150 places will be offered over a three-year period, with 50 students per year being sent. The scholarship has two frameworks, full scholarship and cost-sharing, offering 20 slots per year for full scholarship and 30 slots for cost-sharing. The host university is determined by TICA.

Ph.D. programs are also available, and the duration of the program can be extended up to four years.

(3) Nehru-Wangchuck Scholarship²⁷

The Nehru-Wangchuck Scholarship, bearing the names of leaders from both India and Bhutan, is a major among the scholarship program provided by Indian government. The scholarship program began under the five-year plan of 2010. The budget was doubled from ten to 20 million ngultrums²⁸ in 2014 when Prime Minister Modi visited Bhutan to agree to the commencement of the second phase. The number of offered scholarships was not defined in the first phase. The increase in the budget was made to expand the amount of scholarship and benefits offered for a fixed number of scholars.

The decision-making committee comprises members from the RCSC, the Indian Embassy in Bhutan, Ministry of Foreign Affairs, Ministry of Labor and Human Resources, and Ministry of

²⁵ Interviews with ministries and agencies

²⁶ Annual Report (July 2016 – June 2017), Royal Civil Service Commission

²⁷ Interview with RCSC

²⁸ The budget was doubled from roughly 16 to 32 million yen (calculated at the exchange rate as of March 2018).

Education.

Priorities are reviewed every year while striking a balance with other scholarship programs. But generally, there are six key priorities – namely, leadership, business management, medical care, economic affairs, statistics, engineering, natural resources, and IT management. As of 2017, 11 civil servants are studying abroad to obtain master's degrees among a total of 41 scholars who could study abroad thanks to this scholarship program.

Priority areas are reviewed annually and currently range from Economics and Engineering as well as Professional Accounting, Veterinary Science (Obstetrics), Information Systems (AI, Block Chain, Business Analytics and Intelligence, Enterprise Architects, Project Management), Management and Information Systems (MIS), and Education (STEM).

Chapter 2. Contents of the JDS Project

2-1. Overview of JDS Project

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

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

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

2-1-1. Project Design

During the field survey conducted from November to December 2021, the following priority areas, development issues, and possible fields of study for the JDS Bhutan were determined based on the national development plan of the target country, Japan's development cooperation policy for Bhutan, and the human resource development needs of the Bhutanese government. These priority areas and development issues have been set with the goal of supporting the development of government officials who will be the core of Bhutan's efforts to address development issues.

Table 18 Framework of JDS Bhutan (intake FY2023-2026)

Priority Areas (Sub-Program)	Development Issues (Components)	Possible Fields of Study	
1 Improving Administrative Ability and Institution Building	1-1 Economic Policy Development	Economic Policy, Industrial Development Policy, Macroeconomics, Fiscal Management, Investment and Trade Promotion, Tourism Economic Policy, Power Development Policy, etc.	
	1-2 Public Policy / Administration and International Relations	Public Policy / Administration	Public Policy, Governance, Information and Communication Policy, Health Policy, Tourism Policy, public finance (management), Data Analysis, etc.
		International Relations	International Politics, International Economy, Foreign Policy, Public Diplomacy, Area Studies, etc.
2 Building a Strong Base for Sustained Economic Growth	2-1 Agriculture and Rural Development Policy	Agricultural Economics, Agricultural Policy, Food Self-Sufficiency, Supply Chain, etc.	
	2-2 Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth	Infrastructure Development Policy, Low Carbon Technology, Disaster Prevention Policy, etc.	

(1) Number of Slots

Agreement was received to keep acceptance at a total of 10 people (9 Masters and 1 PhD Fellows), same as the current phase.

The validity of the 10 slots was verified based on the application results of the current phase and the needs of the target organizations for master's course. First, with regard to the application results for the master's program, the average application ratio for the three batches of the current phase is 4.2 times, which is sufficiently competitive, and the number of applicants has been increasing year by year. Additionally, there is a total of 31,177 civil servants in Bhutan. Among them, PMC employees aged 25 to 39 targeted by JDS amount to 9,984 persons²⁹, which is a sufficient figure for the number of potential applicants. Currently, in Bhutan, the King is moving ahead with civil servant reform and efforts contributing to enhancement of specialties for employees have taken place as well. Therefore, it can be said that the purpose of JDS matches the direction of Bhutan. Moreover, in the questionnaire distributed to the target organizations, 15 of the 27 target organizations, more than half, responded that a master's course is necessary for promotion, and all of the organizations that responded to the questionnaire indicated that they encourage their staff to obtain a master's degree, confirming that there is a high need for sending

²⁹ CIVIL SERVICE STATISTICS, December 2021

staff to master's degree programs.

On the other hand, with regard to the doctoral program, although the number of applicants to doctoral programs is not high in the current phase, the survey team confirmed the need for doctoral programs, with the majority of target organizations (17 out of 24 target institutions) responding to the questionnaire indicating that they encourage their staff to pursue doctoral degrees to enhance their expertise, although doctoral degrees are not a prerequisite for promotion. The purpose of the JDS Doctoral course is to foster human resources that are able to make decision making and policy judgment from broad perspectives based on highly advanced knowledge and research abilities. From this viewpoint, it can be said to be appropriate to continuously maintain the framework for doctoral program.

(2) Component and Research Theme

Based on the original purpose of the JDS that is to develop young government officials involved in national policymaking and contribute to the strengthening of bilateral relations, it was agreed to increase the number of slots for the Public Policy Component and reduce the number of slots for the Agriculture and Rural Development Component and the Countermeasures for Climate Change, Disaster Risk Management, and Infrastructure component. In addition, as JICA long-term training programs are being held in the areas of Agriculture and Rural Development and Countermeasures for Climate Change, Disaster Risk Management, and Infrastructure, the number of slots in these areas was also reduced to demarcate that program from the JDS. Moreover, the word “Policy” was added to the component name to clearly show that the intention is to develop personnel involved in policymaking in the respective field. In addition, the research themes tied to each component were also changed to themes geared toward personnel involved in policymaking.

In addition, the Ministry of Foreign Affairs mentioned that, because the scope of the Public Policy Component is too broad and applications are open to personnel from all target organizations, it wants us to set the fields with a focus on international relations and foreign diplomacy, which is what the Ministry needs. Based on this request, “International Relations” to the Public Policy Component was added and different accepting universities for each area were assigned.

(3) Accepting Universities

Prior to the preparatory survey, JICA presented assumed target areas and development issues of JDS Project in Bhutan to universities that have accepted JDS Fellows in the past and those who wish to newly accept, and collected proposals on the countries/issues from which they wish to accept Fellows. As a result, 24 proposals in total were submitted from 11 universities or 14 graduate schools.

Based on evaluation procedure, JICA Headquarters and JICA Bhutan Office evaluated the contents of proposals which had been submitted by universities and items such as the past records

of accepting international students including JDS Fellows. During the preparatory survey phase, the survey team met the Bhutanese government and presented a shortlist of Japanese universities that were believed to have put forward the best offers with respect to the proposed Components, along with background information about the universities. Table 19 lists the universities and final candidate numbers agreed upon at this meeting.

Table 19 Accepting Universities of the JDS Project in Bhutan

Priority Areas (Sub-Program)	Development Issues (Components)	University	Degree to be obtained	Slot
1 Improving Administrative Ability and Institution Building	1-1 Economic Policy Development	International University of Japan (GS of International Relations)	MA in Economics MA of International Development	2
	1-2 Public Policy / Administration and International Relations	Meiji University (GS of Governance Studies)	MA of Public Policy	3
		Ritsumeikan University (GS of International Relations)	MA in International Relations	1
2 Building a Strong Base for Sustained Economic Growth	2-1 Agriculture and Rural Development Policy	Hiroshima University (GS of Humanities and Social Sciences)	MA of Economics MA of Business Administration MA of Int'l Cooperation Studies MA of Philosophy	1
	2-2 Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth	Nagoya University (GS of Environmental Studies) *implemented in cooperation with the GS of Engineering	MA of Environmental Studies MA of Engineering	2

It was agreed that the Graduate School of Governance Studies, Meiji University, and the Graduate School of International Relations, Ritsumeikan University, which offer degrees in public policy and international relations, respectively, would be assigned in the 1-2 Public Policy / Administration and International Relations Component.

(4) Target Organization

Given that Bhutan's civil service system is a profession category-centric one, it was agreed that profession category-based target groups would be specified without designating recruitment target on an organization basis same as the current phase. In the current phase, only the Ministry of Agriculture and Rural Development was set as a possible target organization (parent organization) for the Agriculture and Rural Development Component, but from the next phase, all organizations will be targeted in order to cover a wide range of government officials who are expected to be directly involved in policy making in this field as well.

In the Public Policy / Administration and International Relations Component, different universities specializing in each field will be assigned for the fields of public policy and of international relations, as mentioned above, and it was agreed to target only the Ministry of Foreign Affairs as the target organization for the field of international relations in consideration of the high degree of relevance with the respective field. However, the Ministry of Foreign Affairs pointed out that it may be difficult to secure a certain number of applicants each year due to the small number of personnel in the Ministry. We therefore agreed that, if the number of applicants from the Ministry of Foreign Affairs is insufficient in the first batch of the next phase, we will expand the target to the whole organization for the Public Policy and International Relations component from the second term.

In addition, in Bhutan, employees working in local government organizations are dispatched from the central government, which is the parent organization, and the RCSC has confirmed that experience working in local government organizations is advantageous for promotion, so it was decided to continue to include local government organizations in the next phase.

Regarding the setting of target groups, in the current phase, only the Climate Change, Disaster Risk Management, and Infrastructure Component was set to Sub Group, the third level of occupation. However, from the next phase, it was decided that all components would be limited to the first level of Super Structure or the second level of Major Occupational Group (MoG).

In addition, it was agreed that the “2-1 Agriculture and Rural Development Policy” and “2-2 Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth” will also include the Administration Service and the Finance Service as target groups, instead of only the Technical Service in the current phase.

Table 20 Target Group

Priority Areas (Sub-Program)	Development Issues (Components)	Tentative Target Group 1. Super Structure, a. Major Occupational Group (MoG)	
1 Improving Administrative Ability and Institution Building	1-1 Economic Policy Development	1. Administration Service 2. Finance Service 3. Technical Service (Statistical Service)	
	1-2 Public Policy / Administration and International Relations	Public Policy / Administration	1. Administration Service 2. Finance Service
		International Relations	1. Administration Service
2 Building a Strong Base for Sustained Economic Growth	2-1 Agriculture and Rural Development Policy	1. Technical Service a. Agriculture and Livestock Services Group b. Forestry and Environment Protection Services Group 2. Administration Service 3. Finance Service	
	2-2 Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth	1. Technical Service a. Architectural, Engineering and Land Services Group 2. Administration Service 3. Finance Service	

2-1-2. Implementation System of the JDS Project**(1) Operation Committee Members**

During the field survey in December 2017, the survey team explained the structure and roles of Operating Committee to the Bhutanese government and proposed that the Bhutan side members be RCSC and GNHC. It was agreed that the Committee will be composed as follows: two Bhutan side organizations which are RCSC and GNHC, and two Japan side organizations which are Embassy of Japan in India and JICA Bhutan Office.

The structure of the Operation Committee was reconfirmed during the discussions of the first field survey, including the implementation structure, functions, and roles of the Operation Committee.

Until the third batch of the current phase, the Operation Committee consisted of two Bhutanese members (the Royal Civil Service Commission and the Gross National Happiness Commission) and two Japanese members (the JICA Bhutan Office and the Embassy of Japan in India). The Ministry of Foreign Affairs of Bhutan joined the committee from the fourth batch of the current phase, and it was agreed that the same structure would continue in the next phase.

Table 21 Operating Committee Member

Country	Role	Member
Bhutan Side	Co-chair	Royal Civil Service Commission (RCSC)
	Member	Gross National Happiness Commission (GNHC)
	Member	Ministry of Foreign Affairs (MOFA)
Japan Side	Co-chair	JICA Bhutan Office
	Member	Embassy of Japan in India

(2) Role of Operating Committee

The survey team explained functions and roles of the Committee based on the JDS Operating Guidelines to the Committee members. In view of the fact that the JDS project is an investment for development, rather than just a scholarship project, active cooperation for the recruitment and selection and effective utilization of JDS returned Fellows by Bhutan side members are expected.

Table 22 Role of 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 national development plan of Bhutan and general aid principles in Japan Selection principles for JDS project in Bhutan 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	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"> 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 (Master' Program)

Based on the framework agreed upon during the field survey in December 2021, the Basic Plan was drafted in each of the JDS priority areas (Sub-Programs) and the consultant presented it to the Operating Committee members.

Each Basic Plan outlines the objectives and evaluation indicators and also describes the role of

JDS in the context of development policy in Bhutan in each of the JDS priority areas. In addition, it sets out the principles and a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the accepting universities. The JDS Fellows for four batches will be formulated as a single package or phase. JDS Fellows are sent under the same Sub-Programs/Components, Target Organizations and accepting universities for six years, in accordance with the Plan. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of Target Organizations.

Table 23 is proposed applicant eligibility of the JDS project in Bhutan. Details will be approved at the first Operating Committee of FY 2022.

Table 23 Applicant Eligibility of the JDS Project in Bhutan

Nationality	Citizen of the kingdom of Bhutan
Age	Under the age of 40 as of April 1st in the year of dispatch
Academic Background	Possess a bachelor's degree from universities authorized by the Royal Government of Bhutan or other countries
Job Category	Must be a Government regular (permanent) employee
Work Experience	Has 2 years or more of work experience at his/ her belonging organizations.
English Proficiency	Has proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500-550) / IELTS 5.5 or higher is preferable.
Others	Those who are currently awarded or scheduled to receive another scholarship, and those who have already obtained a master's or higher degree overseas under the support of foreign scholarship are ineligible.
	Must well understand the objective of JDS project, and should have a strong willingness to work for the development of Bhutan and contribute to the friendly relations between Bhutan and Japan after their return.
	Must not be serving in the military
	Must be in good health, both mentally and physically.

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

As for the Ph.D. program, although it is not a prerequisite for promotion in the Bhutanese civil service system as mentioned above, the need for a Ph.D. program was confirmed in this preparatory survey, and it was agreed to maintain one Ph.D. program slot. The detailed acceptance policy for the next phase will be decided at the first Operating Committee meeting, based on the following objectives and basic policy.

(1) Objective

The objective of establishing the Ph.D. program in the JDS project is to develop human resources who are capable of decision-making and policy judgments on development issues in the target countries with a broader perspective, based on highly advanced knowledge and research ability;

these human resources will also be able to take the initiative in international discussions as a representative of their country, and to exercise influence domestically and internationally, based on a global perspective and the person-to-person networks they build. An additional purpose is to develop truly leaders with good understanding on Japan in the target countries by establishing a deeper relationship with Japan through consistent study in the master's and Ph.D. programs.

(2) Basic policy

- In principle, applicants have a master's degree from Japan and be under 45 years old (as of April 1 of the year of admission).
- In principle, after completion of the master's degree, return to Japan and work for a certain period of time (contribution to work, preparation for research).
- Maximum of three years.
- Ph.D. slot is not set as a target, and will be applied only when qualified candidates are found.
- In principle, research must be in a field within the framework of the JDS Bhutan, and admission to the graduating university or graduate school is assumed.

The number of applicants will be set at one per year throughout the next phase, in addition to the master's slot.

(3) Acceptance

In principle, the upper limit to the period of support is three years³⁰. The scholarship during the stay in Japan is granted in the same way as for government-financed research students in the doctor's course.

(4) Recruitment / Selection Method

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

Applications are screened by the JDS Operating Committee. The nomination letter submitted by the applicant's belonging organizations should describe the order of priority for applicants from the ministry. If the number of applicants is three times the acceptance slot or larger, the document screening is conducted by the Operating Committee members. Later, the Operating Committee member conducts the interview to decide a final successful candidates.

Unlike the master's course, the JDS doctor's course requires final successful candidates to submit an application to the university to which they apply and take entrance examinations there. If they

³⁰ The period can be extended by up to six months only if it is judged that the student concerned is highly likely to obtain a doctor's degree.

fail to pass the examinations, their status as the JDS final successful candidates will be revoked. This does not necessarily mean that each year four JDS Fellows are admitted to a Japanese university to study in the JDS doctor's course.

Furthermore, doctor's course applicants are required to obtain prior approval on the side of the accepting universities themselves. Thus, the Bhutan side apprehends that it would be difficult to obtain prior approval from universities because of the extremely large number of universities that could be chosen. In this regard, it seems that there is a room for reviewing a proposal for introducing graduate schools from which government officials who have obtained master's degrees in other JDS countries and graduate schools that have accepted government officials for doctoral courses.

(5) Eligibility

Although the eligibility requirements for the Ph.D. program, as well as the master's framework, will be discussed in detail at the first Operating Committee meeting, the key points are as follows.

Table 24 Applicant Eligibility of the JDS Project for PhD course in Bhutan (Tentative)

Points	Details
Age	Under 40 years old (as of April 1st on arrival)
Academic Background	Applicants must have obtained a master's degree in the field of follow: Economics, Engineering, Seismology, Flood Disaster, Data Analytics/Mining/Artificial Intelligence
Occupation	Must be a Government regular(permanent) employee
Work Experience	Applicants must have worked for twice the duration of the 1st LTT
Others	Applicants must obtain approval (reference letter from a supervising professor) from a university in Japan
	Applicants must obtain a permission letter from his/her belonging organization

For an academic background, it was confirmed to target applicants who have obtained a master's degree in the field of follows same as the current phase in response to the request by RCSC: Economics, Engineering, Seismology, Flood Disaster, and Data Analytics/Mining/Artificial Intelligence. RCSC expressed the reasons why there are five fields that continued to be targeted. That is, first, despite the fact that such fields are important for Bhutan, other grants related to such fields are minimally provided. Second, it is highly recommended to learn such fields in Japanese universities, where the associated technologies highly advanced. Also it was agreed that the specialization will depend on the research area chosen by the applicant and endorsed by the respective agency depending on the critical needs of the agency and the country.

2-2.Obligations of Recipient Country

During the period of recruitment and selection of JDS Fellows, RCSC takes a main role in planning, implementation, management and supervision of the JDS project as a co-chair of the Operating Committee. They ask main government organizations related to each Sub-Program for

cooperation to disseminate the information about JDS and promote application.

While the JDS Fellows study in Japan, the Bhutanese government monitors the Fellows 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 Bhutanese government supports the JDS Fellows to collect data or other materials necessary for completing their master's theses.

After the JDS Fellows return to Bhutan, taking into consideration that main objectives of the JDS project include contribution of the JDS returned Fellows to solving development issues of the country as well as the development of the human network, the Bhutanese government shall hold a Reporting Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential for them to make efforts to let JDS Fellows return to their previous job or have a position in a key government organization where they can utilize their experience in Japan. In Bhutan, no apprehension regarding the mismatching of the nature of JDS research and duties after returning home has occurred thus far. However, it is necessary to continuously make efforts such that experiences of studying abroad through JDS can be exercised to the maximum extent possible through cooperation with the Bhutan side.

2-3.JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from FY 2022 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 1 below.

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
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 8 Implementation Process

2-4. Recruitment and Selection Methods

2-4-1. Recruitment Methods

(1) Recruitment Tools / Materials

The implementing agent, contracted by RCSC, will set up a website for recruitment activities and print application guidelines, posters and leaflets as recruitment tools as well as consider utilizing SMS messages on the model of method used by Australia Awards. The number of copies, designs, etc. are to be decided and approved separately by the Operating Committee.

In addition, as is the case with the current phase, through making use of publicity videos to introduce JDS and videos on how to write research plans, skill in delivering information that allows more potential applicants to easily understand the matter should be continued. During the current phase, attempts were made to broadcast publicity commercials via the Bhutan Standards Bureau (which controls state-run broadcasting) to introduce JDS, and guidance regarding information related to JDS Project Office in Bhutan was provided. Review of effective solicitation activities through the use of videos need to be continued.

(2) Recruitment Methods

The Agent will distribute application guidelines, posters and leaflets to each government organization through the Operating Committee. In addition to application promotion activities visiting ministries, agencies and other governmental bodies, the Agent will also consider conducting explanatory meetings in the capital and regional cities. The location and the number of meetings shall be decided separately by the Operating Committee.

The Agent will devise ways to disseminate recruitment information to more potential applicants such as utilizing the networks of JICA Alumni Association, those who have studied in Japan, JICA experts, etc. It is supposed that the possibility for those potential applicants to actually apply for the project will be higher by obtaining support from Japan related parties and enhancing the image of studying in Japan.

(3) Gender Consideration

To encourage not only males but also females to participate in the JDS project, it is important to consider measures while reflecting local donors' endeavors and JDS project entities' opinions. As a means of recruiting female candidates, recruitment guidelines should state that application by females is welcome, among other steps.

The percentage of female JDS Fellows in Bhutan amounted to 11.1% in 2018, which was the initial year for the project commencement as per the following table. Since the second batch, information emphasizing that "female applicants are welcome" was expressly provided in various publicity tools, and opportunities for explanations by female JDS Fellows at promotion seminars

were provided. Such measures became so successfully fruitful that the figure increased to about half (i.e., 44.4%) during the second and third years. In 2021, the number of applicants in general as well as successful applicants decreased due to impact of COVID-19. It will be necessary to review policies for maintaining the numbers of female applicants continuously in the future as well.

We have obtained opinions about positive and obstructive factors from international female JDS Fellows concerning study in Japan. Positive factors were safety for living in Japan and lack of harassment. On the other hand, obstructive factors were lack of support for family members of many students. Opportunities for explaining to potential female applicants the advantages of studying in Japan and for clarifying the nature of how international female JDS Fellows actually lived with their family members in Japan should be provided. In this way, concerns and apprehensions about studying in Japan can be eliminated to the maximum extent possible.

Table 25 Number of Female Applicants and JDS Fellows in JDS Bhutan

	2018		2019		2020		2021	
	No.	Ratio	No.	Ratio	No.	Ratio	No.	Ratio
Applicants	3	10.0%	9	25.0%	16	33.3%	7	21.2%
JDS Fellows	1	11.1%	4	44.4%	4	44.4%	2	22.2%

In addition, in Bangladesh, which is a part of South Asia to which Bhutan also belongs, there are few female applicants, which is problematic. Therefore, when a female applicant has achieved the same score as a male applicant in a comprehensive interview by the steering committee, the female applicant is to be prioritized. It seems that there is a room for the steering committee to discuss the same responses for Bhutan JDS as well.

2-4-2. Selection Method

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

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

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

In order to achieve the project goal through the JDS Fellows, it is further essential to understand the society and development experiences of Japan as background knowledge. According to results of the questionnaire subjected to JDS returned Fellows of other countries, as for questions about pre-departure and post-arrival orientations, more than half of them responded that Japanese

language trainings and lectures focusing on Japanese culture and society were useful. Therefore, (1) Lectures to understand the social and development experiences of Japan, the basic knowledge of assistance policy toward Bhutan, (2) Programs to improve self-awareness as JDS Fellows such as lecture by the president of JICA, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

(1) Before Coming to Japan

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

Moreover, Japanese language training will be implemented for around 100 hours from next phase. Assuming that a total of 135 hours of pre-arrival and post-arrival training, including post-arrival Japanese language training, will be provided, the target level should be Japanese Language Proficiency Test (JLPT) N5 (Basic level: The ability to understand some basic Japanese.). This training is designed to help students to deepen their understanding of Japan and to better communicate with their communities and universities so that they will truly have strong pro-Japanese sentiment.

(2) After Arrival in Japan

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

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

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

The Japanese language training will be implemented for around 35 hours, following the language training at the pre-departure orientation. 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 the experiences of JDS returned Fellows.

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

2-5-2. Contents of Enrichment Program

JDS Fellows are expected to contribute to solving the country's development problems as core human resources after returning home and contributing to the expansion and strengthening of friendly relations between the two countries with good understanding of Japan. While other similar projects by other donors are being offered, it is possible for the JDS project to be competitive not only by obtaining a degree at a graduate school, but also by offering a program to increase added value. So far, JDS has participated in seminars for JICA long-term training programs, such as the program in the field of agriculture and rural development (Agri-Net Program), and it will be possible to promote the attractiveness of JDS by providing Enrichment Programs in line with the expertise of each foreign student in this way.

In addition, in order to ensure that JDS Fellows are placed in the right positions after returning to their home countries and can maximize the results of their JDS experience, it should be considered initiatives to enable the latest information to be shared between JDS Fellows and their belonging organizations during their studying Japan.

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

According to the results of the questionnaire to the returned Fellows of other countries, many of them wanted internship opportunities in the Japanese ministries and agencies, networking events with Japanese administrative officers, etc. as possible programs provided during their stay. Some programs have been already implemented, such as networking events with Japanese administrative officers conducted by the implementing agent and individual internships at the

Ministry of Foreign Affairs and JICA, and it is desirable to be continued as a part of the project and further developed.

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

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

Table 26 Methods of added value to make JDS more attractive

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

2-5-3. Contents of Special Program

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

The special program consists of the following aims.

- (a) To solve development issues in the relevant countries, JDS Fellows learn about practical knowledge and experiences through more practical and specific cases.
- (b) Through special program activities, JDS Fellows or related organizations in the relevant

countries build a network for future activities of researchers and organizations from Japan and overseas.

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

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

2-6. Monitoring, Guidance and Counseling

2-6-1. Implementation System

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

2-6-2. Guidance and Counseling

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

2-6-3. Monitoring

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

In particular, regular monitoring system by one on one interview helps to find the Fellows' problem in an early stage, which normally cannot be seen on daily life, and problems such as the incompleteness of academic courses and aggravated physical condition can be prevented by this

system. Furthermore, good practice such as distinguished academic research accomplishments can be found through regular interviews, and they are reported as the result of the project through periodic and other public relations reports on the project.

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

To achieve the priority goals of JDS, it is necessary to assist JDS Fellows so that they are appointed or promoted to a position contributing to Bhutan's development after returning to the country. The Operating Committee of Bhutan will share with government agencies the information on past JDS results and JDS returned Fellows' dynamic activities after returning to the country, and ask the agencies for cooperation in the form of giving consideration to assigning JDS returned Fellows to important posts given that they are human resources capable of contributing Bhutan's development.

Also, project implementing agent will support alumni activities to foster their identity as a returned Fellows and carry out activities to develop an environment that enables greater involvement by returned Fellows to ensure they can aid in Bhutan's development and in the strengthening of bilateral relations. In 2021, public recruitment was carried out using the JDS Follow-up Fund³¹. Led by two first batch JDS returned Fellows, dialogue and networking events were planned to share the Fellows' experiences in Japan with schoolchildren in rural areas. These types of activities can potentially promote understanding about Japan among the people of Bhutan. Continuing to support activities that are very meaningful to society and building successes will encourage participation by many returned Fellows and help build a long-lasting network.

Collaborating with the JICA Alumni Association of Bhutan (JAAB) to hold joint events and field-

³¹ This fund was created by the implementing agent and provides financial support for the follow-up activities planned independently by JDS returned Fellow.

specific networking events can maintain the lateral connections that support Bhutan's development and be used in the development of ongoing partnerships between Japan and Bhutan. In addition, cooperation with the Bhutan Student Association, a community of students who studied in Japan that was established by the JDS first batch Fellows in 2020, strengthens the sense of a link with Japan among returned Fellows, leads to publicity activities for Japan in Bhutan, and strengthens bilateral relations through those activities. Due to the spread of COVID-19 after the establishment of the community described above, specific activities have not yet commenced. By referring to exemplary case examples of JDS concerning other countries, specific activities will be planned in the future, such as holding seminars by JDS returned Fellows who plays active roles and the implementing of workshops specializing in fields of expertise.

Furthermore, in 2022, events for comprehensively introducing a system for studying overseas provided by the government of Japan to Bhutan, such as JDS and government-financed or sponsored systems for studying abroad, will be held. Implementation of the aforementioned events through cooperation with international JDS students will lead to fostering of identities as international students who have returned home from JDS and persons who have studied in Japan as well as enhancement of networks with persons who have studied in Japan.

Additionally, it is also important to maintain networks among accepting universities and academic supervisors as well as JDS returned Fellows. As far as JDS is concerned, follow-up seminars targeting all JDS returned Fellows will commence in 2022. It is assumed that the seminars are to be performed face-to-face when faculty members of accepting universities visit Bhutan, and lectures will be given in accordance with different research fields. In addition to maintaining networks among academic supervisors, the aforementioned seminars seem to effectively function as opportunities for JDS returned Fellows to share relevant information with academic supervisors as well as for asking advice from academic supervisors concerning issues arising after reinstatement in former workplaces.

2-8.Strengthening Japanese Language Proficiency to Enhance the Significance of Diplomacy

Since strengthening the Japanese language proficiency of JDS Fellows is expected to foster them as counterparts with a deep understanding of Japan, we conducted a survey on how to strengthen Japanese language proficiency in 2020 during preparatory survey of other countries. As a result, it was decided to consider the possibility of responding flexibly, such as accepting JDS Fellows in Japanese if there are applicants who meet the eligibility requirements, under the circumstances where there are needs and a system that can be utilized after returning to their home countries. Based on this policy, a survey was conducted to understand the needs of target organizations and more effective targets for strengthening Japanese language proficiency and Japanese language quotas in Bhutan.

2-8-1. Insights into learning Japanese and obtaining degrees from a diplomatic perspective

(1) Significance of learning Japanese

In order to increase other countries' interest in and understanding of Japan, it is highly effective to provide opportunities to learn Japanese to non-Japanese people and to increase the number of people learning the language³². It is a first step toward fostering strong pro-Japanese sentiment in the international community. The knowledge of the Japanese language is vital for gaining a better understanding of our country's public policy and our thinking, culture and society that lie behind it. It is considered important to offer enriched Japanese language courses to non-Japanese people who can be our partners (e.g. government agency officials or diplomats) to strengthen our relationship with their country and to increase people who have strong pro-Japanese sentiment³³.

From a perspective of public diplomacy, it is important to increase people who have Japanese listening and speaking skills (regardless of whether they have an academic level of Japanese language competence) in order to increase pro-Japanese people and to ensure that Japan's soft power has an impact on international students during their stay in Japan and will continue to do so after their return to their home countries.

(2) Obtaining degrees taught in Japanese

In addition to the significance of learning Japanese described in (1) above, if international students obtain a degree taught in Japanese, they will be able to engage in in-depth discussions and apply critical thinking (to their fields of specialty) with a good command of Japanese that exceeds the everyday conversational level and to communicate with Japanese people in general (including experts in their fields of specialty). They will also be expected to make a significant contribution to developing a closer network with Japan and to help build an even stronger relationship between their home countries and Japan as well as encourage people to have strong pro-Japanese sentiment.

The JDS project is aimed at administrative officials who are responsible for public policy making. In addition to the significance described in (1) above, there is another important point that a Japanese language course will be offered in the JDS project, which is, as described above, international students (i.e. administrative officials) can be expected to help build a closer relationship with Japan (including experts in their fields of specialty and administrative officials) through synergy achieved by studying their chosen fields and learning Japanese alongside. The Chinese government has been attempting to extend its influence around the world with the Belt and Road Initiative, a global infrastructure development strategy, and the establishment of Confucius Institutes³⁴. Japan, on the other hand, can develop a strategy that is uniquely Japanese.

³² 2008 Report "Improvement of Japan's Presence in the Promotion of the Japanese Language: For Intellectual Infrastructure Development to Advance Economic Growth" presented by the International Exchange Council of Ministry of Foreign Affairs

³³ "International Economy and Diplomacy Research Report" by the International Economy and Diplomacy Research Committee, the House of Councilors of the National Diet of Japan, 2019

³⁴ The Confucius Institute program is China's national program launched by the Chinese government in 2004 to promote its language and introduce its culture in the world. Confucius Institutes are Chinese language educational institutions. 550 Confucius Institutes have been established in 162 countries around the world and 15 have been set up in universities in Japan. In August 2020,

It will be of significant importance, in terms of both diplomacy and the project's outcome and added value, to train and develop, through a Japanese language course offered in the JDS project, a small number of core talent in the governments of countries important to the Japanese government, who will truly understand our country and have a closer relationship with it.

(3) Other

While it is a significant achievement for international students to obtain a degree taught in Japanese, it can be challenging. If that is the case, they may opt for a degree taught in English. Nevertheless, studying in Japan itself will give them an opportunity to have a growing interest in Japanese. If they are given ample opportunities to learn the language, they are likely to be even more interested in Japan's soft power, such as culture and tradition, and to make a contribution to building a closer network with Japanese experts and administrative officials in the same specialty fields and to maintaining the relationship after their return to their home countries (even if they find it hard to engage in academic discussions). As a result, they may be able to help build a stronger relationship between their home countries and Japan as well as increase pro-Japanese people.

2-8-2. Needs survey for targeted institutions

A needs survey related to studying abroad in the Japanese language was conducted through use of questionnaires for 46 targeted organizations. As a result, 25 organizations replied. Among these 25 organizations, only one replied that there existed PMC employees who were able to speak Japanese at the beginner's level, which was the Ministry of Agriculture and Forests. Moreover, in relation to the question of "whether it is beneficial for your organization to dispatch your employees to master's courses in Japanese," 10 out of 25 targeted institutions answered that it was. Mainly, the Ministry of Foreign Affairs, the Gross National Happiness (GNH) Commission, the Construction Development Board, and the like, which had certain forms of actual exchanges with Japanese people, gave positive answers. We asked the targeted organizations about the reason why they considered it beneficial to dispatch their employees to master's courses in Japanese. The aforementioned three targeted organizations answered that it would be useful to work with Japanese people; however, other organizations mentioned different effects from personal exchanges with Japanese people, such as international relationships going beyond the mutual language barrier and interactions with Japanese employees and volunteers.

The main reason that some targeted organizations answered that the aforementioned efforts were not beneficial was that English was the formal communication language. Therefore, some organizations stated that even when the Japanese language has been mastered, the range of use of it would be limited and there would be no advantages for organizations.

the US government made an announcement that the Confucius Institute will be designated as a foreign mission, similar to diplomatic embassies.

2-8-3. Japanese Language Institutes

Bhutan Centre for Japanese Studies (BCJS)³⁵, established in February 2011, is the first Japanese language school in Bhutan. Two Japanese teachers give instructions covering everyone from beginners to the advanced. The school also provides a Japanese language course mainly to tourist guides. Many Bhutanese people learn Japanese to get themselves ready to go to study in Japan.

2-8-4. Direction for realizing the purpose of fostering Japanese intellectuals

Based on the above survey results, it is considered that the introduction of a system that allows master's degree in Japanese to be incorporated into the JDS in Bhutan has a large impact on project results, and is diplomatically significant from the viewpoint of the effectiveness of soft power and public diplomacy. However, since the need for Japanese language learning within Bhutan government is low and the potential candidate who have Japanese proficiency is small, it is assumed that it will be difficult to secure candidates stably.

On the other hand, as another option to realize the purpose of further diplomatic effects of the project and the purpose of fostering true Japanese intellectuals, the survey team would like to propose some programs to give JDS Fellows incentives³⁶, or set up Japanese language courses while they are studying in Japan as follows.

- Implementation of regular Japanese language courses that are JDS programs allowing them to be able to learn Japanese while they are staying in Japan
- Provision of examination fees for those who desire to take the Japanese-Language Proficiency Test
- Implementation of one-year research students (Japanese learning) + two-year master's degrees (English program)

³⁵ Survey on Japanese-Language Education Abroad Bhutan(2016), Japan Foundation

³⁶ In April 2022, as an incentive for voluntary acquisition of Japanese language qualifications, an implementing agency started supporting JDS Fellows to take the qualification test (Japanese Language Proficiency Test). Specifically, the examination fee is refunded to those who pass the Japanese Language Proficiency Test (JLPT) N1 ~ 5 exam. Fourteen JDS Fellows have already indicated their intention to take the entrance examination in July this year. If there are actually successful applicants, they plan to publicize them extensively among the people concerned in order to raise the motivation of the learners.

Chapter 3. Evaluation of the JDS Project and Recommendation

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

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

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

The basic development principle of Bhutan is GNH that aims at the society in which the citizens can feel happiness in harmony with the nature and tradition. While the basic principle is to maximize GNH, the development principles "Bhutan 2020" specifies the five objectives, which are human resource development, protection and promotion of cultural heritages, stable and fair development of the society and economy, good governance, and environmental preservation. As a medium-term development strategy, the "Five Year Plan" has been formulated since 1961 and the "12th Five Year Plan" is being implemented starting in 2019, with the following National Diet Priorities (NKRA).

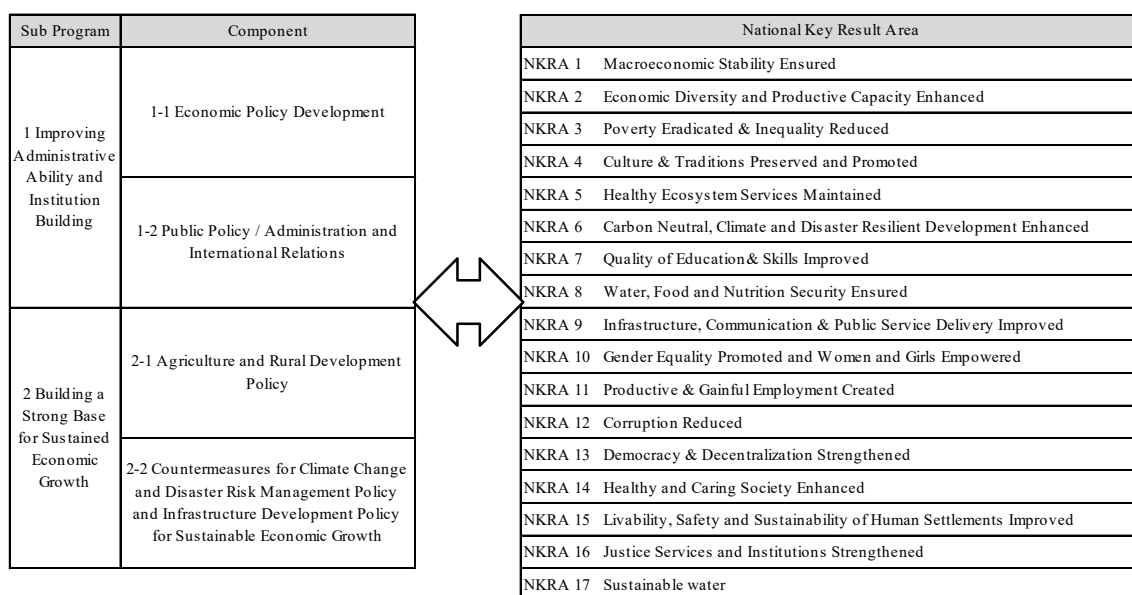


Figure 9 Relevance between 12th Five Year Plan and JDS Framework

(1) Economic Policy Development

The GNI per capita in Bhutan in 2020 was about 2,860 dollars. Although economic activities slowed and foreign debt grew in 2020 due to the COVID-19 pandemic, the GNI per capita continued increasing from 1,060 dollars in 2004 until 2019 and the goal is to reach 12,376 dollars in 2030. Also, when the 12th five-year plan ends in 2023, Bhutan is expected to graduate from the Least Developed Country (LDC) category. Some challenges for LDC graduation are overcoming economic vulnerability through diversification of the economy and the high

unemployment rate among the younger generations. As for industry, hydroelectric power makes up 11% of the GDP. Combined with the related construction industry, it makes up 25%. Meanwhile, about half of the working population is in agriculture, and the private sector secondary and tertiary industries are underdeveloped. Tourism is the highest source of foreign currency after hydroelectric power, bringing in 88,630,000 dollars in 2019.

In the “12th Five Year Plan”, emphasis is being placed on economic and social development centered on technological innovation, and the Digital DRUKYUL program is being formulated as one of eight key programs.

(2) Public Policy

One social problem for Bhutan is young citizens’ inflow to urban areas and unemployment. While the nation’s urban population ratio has reached 38.6% in an uptrend, about 70% of unemployed persons live in urban areas in a concentrated manner³⁷. Looking at unemployment rate by age, the rate is high among young citizens and 4.7% of those aged 18 to 24 are unemployed whereas it is 1.3% for the country as a whole³⁸. Therefore, it is a significant challenge to create jobs particularly for young citizens who have moved to urban areas. However, the electric power industry, a major industry accounting for 18% of GDP in Bhutan, does not create many jobs, making it necessary for the country to create jobs through a private-sector companies-led industry diversification in order to deliver sustainable economic growth.

To address these challenges, the “12th Five Year Plan” set goals mainly under NKRA 1 “Macroeconomic Stability Ensured,” NKRA 2 “Economic Diversity and Productive Capacity Enhanced,” NKRA 3 “Poverty Eradicated and Inequality Reduced,” NKRA 11 “Productive and Gainful Employment Created” and others. NKRA 11 set the goal of improving youth unemployment to 5% as well as goals for the development of non-electric power industries and job creation.

(3) Agriculture and Rural Development

Agriculture is still the principal industry for Bhutan, accounting for 19% of GDP, although the proportion of farmers of the nation’s working population declined from 75% in 1999 to 58% in 2015³⁹. However, the nation’s agriculture is beset with low income due to the fact that its arable land is limited in size, productivity is low owing to slow agricultural mechanization and agriculture products generate only small value-added. Against this background, agricultural areas suffer poverty with population flowing from the areas into urban areas.

To address these challenges, the “12th Five Year Plan” set goals mainly under NKRA 1 “Macroeconomic Stability Ensured,” NKRA 2 “Economic Diversity and Productive Capacity

³⁷ Survey of Country Gender Profile (Kingdom of Bhutan), JICA, February 2017

³⁸ Labor Force Survey 2020, Ministry of Labor and Human Resources

³⁹ Statistical Year Book of Bhutan 2021, National Statistics Bureau

Enhanced,” NKRA 8 “Water, Food and Nutrition Security Ensured,” NKRA 11 “Productive and Gainful Employment Created” and others. NKRAs set the goals to raise the growth rate for the primary industry from 4.6% in 2015 to 5%, create jobs approximately 70% higher in number than now in the agriculture sector, bolster the value chain in the sector and increase business start-ups based on agriculture.

(4) Countermeasures for Climate Change and Disaster, and Infrastructure Development

Gifted with rich nature and biodiversity that places it among the world’s select few in this regard, Bhutan worked on forest and environmental protection starting from the 1960s. This natural environment, underpinning the nation’s uniqueness, represents the linchpin of the GNH philosophy and Bhutan 2020. However, the potential effects on the environment from natural disasters such as glacial lake outburst, flood and cyclone, affected by the global climate change are concerned. The nation is required to also consider environmental load caused by industrial infrastructure development and address the waste disposal issue coming from rapid urbanization and the changing industrial structure as well as the urban environment issue such as sewage treatment.

Infrastructure, a prerequisite to industrial promotion, also presents a challenge for Bhutan. Since its transportation and travel means are limited to automobile, the Bhutanese government is now in the process of extending and repairing road networks and maintaining, repairing and replacing bridges. However, the government has yet to resolve serious road shortages and the underdeveloped state of roads. This leads inconveniences in various social services for citizens as well as economic activities such as companies’ access to markets, a factor which greatly hampers the nation’s development.

To address this challenge, the “12th Five Year Plan” set goals under NKRA 6 “Carbon Neutral, Climate and Disaster Resilient Development Enhanced,” NKRA 15 “Livability, Safety and Sustainability of Human Settlements Improved” and NKRA 9 “Infrastructure, Communication and Public Service Delivery Improved” and others. For disasters, the target are set on disaster management such as prior measures, post-disaster restoration plans and restriction on buildings as well as individual goals associated with disasters such as landslide, flood and cyclone. For climate change, the target are set on goals for the effective use of natural resources, low-carbon shift for industries and transportation and the promotion of renewable energy. For waste management, they specified goals for waste treatment and water supply and sewage developments. In the infrastructure area, they specified goals for the extension, surface improvement and maintenance/control of national roads.

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

In the Country Assistance Policy for the Kingdom of Bhutan by the Japanese government formulated in May 2015, “Assistance for Self-reliant and Sustainable Nation Building with a

“Good Balance of Rural and Urban Areas” is set as the basic policy of assistance (overall goal) and “Sustainable Economic Growth” and “Reduction of Vulnerability” are set as priority areas (mid-term goal). 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.

Priority areas and development issues in the JDS project are designed in accordance with the overseas aid principles set out by the Japanese government and are highly consistent with these principles.

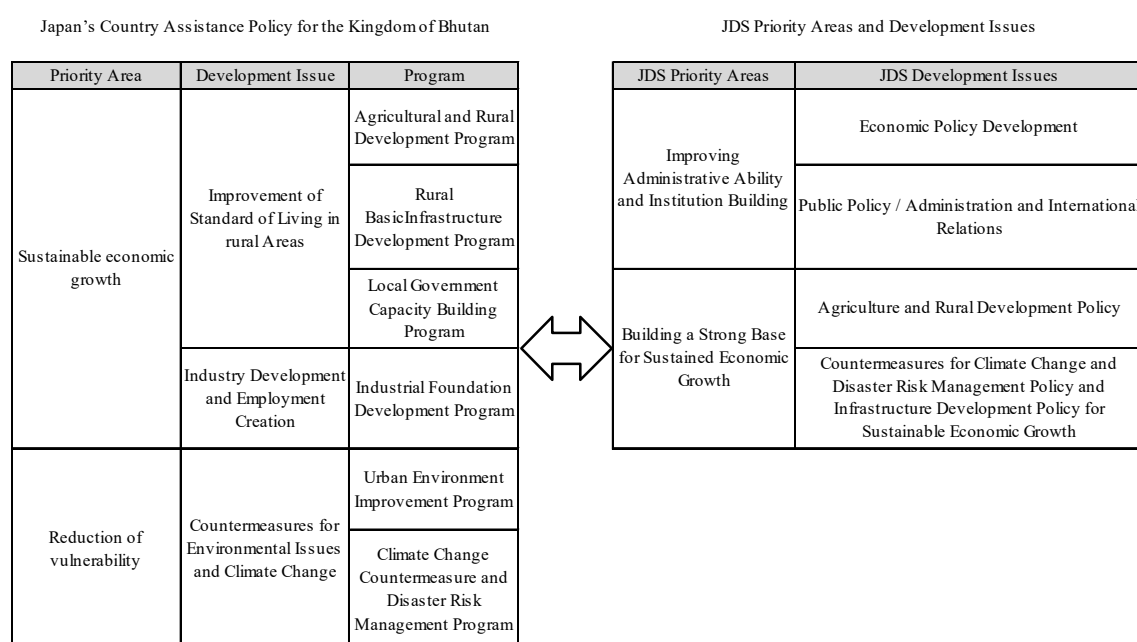


Figure 10 Relevance between Japan's Aid Policy to Bhutan and JDS Framework

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 U.S. dollars 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 recipient country's 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.

The gross domestic product (GDP) per capita of Bhutan is 3,243 U.S. dollars (in 2018) which is high income standard compared with neighboring countries. Although it exceeds the limit of the adaptation criteria of IDA support, Bhutan is classified as a least developed country in the

classification by the World Bank and eligible for interest-free loan by IDA. However, Bhutan is expected to be out of the least developed country classification in 2020 after the “12th Five Year Plan” is released by the Bhutanese government.

In light of all of the above, the feasibility of providing grant aid through the JDS project was investigated with reference to the viewpoint to be examined in the notification⁴⁰ from the Ministry of Foreign Affairs, the “nature of the project,” the “foreign policy of our country” and the “situations where the recipient country is placed.” Among them, the following points are considered significant.

(1) Foreign / Diplomatic Relations

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

(2) Economic Weakness

Although its per-capita GDP stands at over 3,243 U.S. dollars, Bhutan’s economic growth is reliant mostly on the electric power industry, and other industries are still underdeveloped. Given that the electric power industry relies much on electricity sales to India, Bhutan is economically fragile as a nation reliant on a single industry.

(3) Environmental Weakness

Bhutan is a mountainous country lying east of the Himalayas. The country has a diverse terrain ranging from 200 meters to 6,000 meters above sea level, and 70% of the nation’s land area is covered with forests. Having previously encountered natural disasters caused by global climate change, Bhutan is fragile against natural environment change.

It is an urgent task to develop administrative officers that are able to contribute to devising plans and formulating policies aimed to resolve the fragility and challenges. This means the cooperation under JDS is highly reasonable and the significance of the project implementation is high.

3-2.Expected Effect of JDS Project

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

⁴⁰ Effective Utilization of Grant Aid for Countries with Relatively High Income Levels, Ministry of Foreign Affairs, April 2014

returned Fellows to their organization. Through these, it is expected ultimately “to contribute to solving the development issues of their home country.”

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

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

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

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

Regarding the other indicator, “policy formulation and implementation by utilizing the study outcomes of JDS returned Fellows,” it is desirable to make efforts so that returned Fellows are able to use the knowledge and capabilities acquired in Japan. In the Bhutan civil service system, when civil servants participate in the LTT, they sign a pledge with RCSC stating the obligation to reinstate after completing the training. In principle they will be reinstated in the same position as before the dispatch, but it is expected that the RCSC will take an initiative for them to be able to build their carriers that allow them to utilize the knowledge gained by studying abroad.

It is integral to monitor how the JDS Fellows’ experience in Japan will be utilized in their professional careers after returning to their country over the mid to long term in order to evaluate the effectiveness of the JDS project. Through the monitoring, it is required to conduct follow-up activities necessary for producing project outcomes and support JDS Fellows to further develop

their professional skills and expand the networking. Appropriate follow-up activities will not only clarify the project outcomes, but also maintain relations between JDS 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 JDS basic research analyzed the factors that contribute and hinder the effective progress and achievement of the JDS project, in comparison with other donor's scholarship program. Based on this the factors in terms of JDS Bhutan are summarized as shown in the table below:

Table 27 Examples of Factors that Affect the Achievement of JDS Bhutan
(Findings from JICA Basic Research)

Goals	Contributing Factors	Inhibiting Factors
Pre-condition: Personnel, who fulfill the purposes of the JDS Program, 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 not many 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 civil servants 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"> • Official Systems to utilize JDS returned Fellows by the Japanese government or Japanese private companies are limited. • 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.

The following table summarizes the comparative advantages of JDS with respect to other donors. It is important to use the advantages that JDS has over other donors as strengths and to promote their attractiveness to outstanding potential applicants.

Table 28 Comparison with other donor scholarship programs

Items	Australia Awards	TICA	Nehru-Wangchuck Scholarship	S / I*	Remarks
Years of start	1951	1980's	2020's	I	JDS is new and has few returning students. At present, JDS is not as well-known as other donors.
Slots for civil servants	N/A	N/A	N/A	S	By focusing on officers, JDS can contribute to the development of the country from a broad policy perspective.
No. of students per year	Depending on budget	50 / Year	9 / Year	S	The fixed number of people allows for the establishment of an ongoing relationship with the country concerned.
Degree	Master	Master and Ph.D.	Master	S	JDS provide opportunities for civil servants to study for doctoral programs.
Period of study	1-2 years	2 years (Master) 3-4 years (Ph.D.)	2 year	S / I	It cannot accommodate requests for shorter periods of study in JDS. On the other hand, the length of stay and familiarity with the host country tend to be stronger.
Special measures	There are special quotas for women, people with disabilities, etc.	-	-	I	JDS is not taking any measures such as giving points to female applicants at this time.
Support system	Support system by outsourcing	N/A	N/A	S	JDS assigns an International Student Advisor to each university to provide living arrangements, regular academic and lifestyle monitoring, and emergency response services.
Support allowances other than tuition and living expenses	Prior to the study abroad, there will be English language training and training on writing papers and research methods. One overseas travel allowance is provided.	A dissertation allowance will be provided for field research and printing of the dissertation.	The costs of papers, projects, and overseas travel will be reimbursed at the actual cost.	S	Other donors also provide assistance for overseas travel and prior learning, but JDS's special program is more flexible in its use and meaningful from the perspective of student capacity building.

* "S / I" stands for "Superiority" or "Inferiority" from the JDS side.

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.

A person who had studied abroad in Japan and Australia said a relative advantage of studying in Japan was the fact that research was always focused on the period after the student's return to the country of origin and that he/she was given many opportunities to do research on the country, instead of merely acquiring knowledge and skills. The person also added that, for a Bhutanese administrative officer deeming GNH as his/her basic development philosophy, it was important to be allowed to master discipline and work ethics through the study program from a cultural perspective and to experience living in Japanese society where economic development and traditional culture coexist.

3-4. Project Evaluation Indicator Data

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

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

Table 29 Project Evaluation Indicator Data on JDS Bhutan (Tentative)

Inaugural year		2018 (2019 intake)
Number of Slots per year		9
Fellows accepted	Total	26
	Sex	Male 9 Female 17
	Average age	31
Returned Fellows	Total	9
	Fellows who obtained degree	9
	Fellows who failed degree	0
	Completion rate	100%
By category of work place	Upon arrival	Ministry 58%, Other central agency 27%, District agency 15%
	After return to country	Ministry 100%

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

Table 30 Items indicating Qualitative Effects of JDS (Proposal)

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

3-5.Evaluation of the Past JDS Project

In Bhutan, the nine first-term JDS students returned in 2021. Confirmation regarding affiliated organizations after all of such students had returned home and obtaining of opinions from the persons representing such organizations took place. Through such efforts, a survey was conducted about how useful their JDS experiences had been after returning home.

(1) Promotions of JDS Returned Fellows

As noted above, in 2021, the nine first batch JDS Fellows returned home. Among them, four students were promoted immediately after return. Moreover, three students belonged to local administrative organs prior to visiting Japan; however, they were transferred to the different positions in the capital. Now, all nine students belonged to central government ministries and agencies. According to RCSC, it is regulated under the Bhutan Civil Service Rules (BCSR) that all affiliated organizations are required to assign personnel returning after studying abroad based on “putting the right people in the right places.” Therefore, taking a look at organizations to which the first-batch students belonged, it can be observed that expectations of each affiliated institution was very high. Generation from future further outcomes can be expected.

In addition, unlike JICA's long-term training program, the JDS targets government officials involved in policy formulation, but Bhutan's civil service regulations stipulate that technical officials will also be in a position to formulate policy in the future, or to provide input into policy formulation as close associates of policy makers. It is expected that JDS returned Fellows, including technical officials, will be involved in policy formulation as key players in the future.

**Table 31 Position and Workplace of first batch JDS Fellows after their return
(as of February 2022)**

Name	Accepting University	Previous Workplace and Position	Present Workplace and Position
Tshering Passang	The University of Tokyo	Deputy Chief District Agriculture Officer, Dagana Dzongkhag Administration, Department of Agriculture ,Ministry of Agriculture and Forests	Deputy Chief Soil Fertility and Plant Nutrition Officer, Department of Agriculture, Ministry of Agriculture and Forests
Chojay Sangay	International University of Japan	Assistant Finance Officer, Finance Service Office, Trongsa Dzongkhag Administration	<u>Program Officer</u> , Department of Macroeconomic Affairs / Debt Management Division, Ministry of Finance
Penjor	International University of Japan	Officer in Charge, Startup Center, Enterprise Development Division, Ministry of Economic Affairs	<u>Sr. Industries Officer</u> , Department of Cottage & Small Industry/Small Business Promotion Division, Ministry of Economic Affairs
Pelgen Sonam	Ritsumeikan University	Planning Officer, Policy and Planning Division, Ministry of Agriculture and Forests	Planning Officer, Policy and Planning Division, Ministry of Agriculture and Forests
Dorji Chedup	Ritsumeikan University	Senior Planning Officer, Bumthang Dzongkhag Administration, Policy Unit, Gross National Happiness Commission	Senior Planning Officer, Policy and Planning Division, Ministry of Information and Communications
Phuntsho Ugyen	Nagoya University	Engineer, Bridge Division, Department of Roads, Ministry of Works and Human Settlement	<u>Dy. Executive Engineer</u> , Bridge Division, Department of Roads, Ministry of Works and Human Settlement
Phuntsho Yonten	Nagoya University	Senior Geologist, Geological Survey Division, Department of Geology and Mines, Ministry of Economic Affairs	Senior Geologist, Geological Survey Division, Department of Geology and Mines, Ministry of Economic Affairs
Dema Tashi	Nagoya University	Deputy Executive Engineer, Geological Survey Division, Department of Geology and Mines ,Ministry of Economic Affairs	Deputy Executive Engineer, Geological Survey Division, Department of Geology and Mines, Ministry of Economic Affairs
Gayleg Thupten	Nagoya University	Mining Engineer, Department of Geology and Mines, Ministry of Economic Affairs	<u>Sr. Mining Engineer</u> , Department Of Geology And Mines & Mining Division, Ministry Of Economic Affairs

Note: Underlined positions are those promoted after returning to their home countries.

(2) Activities of JDS Returned Fellows

Through interviews with two representatives of first batch JDS returned Fellows in line with the qualitative evaluation indicator data, we collected information on their activities after returning to Japan and good practices during their stay in Japan.

JDS Alumni Interview 1

Mr. Phuntsho Ugyen
Dy. Executive Engineer,
Bridge Division, Department of Roads,
Ministry of Works and Human Settlement
Nagoya University,
Graduate School of Environmental Studies



I participated in JDS as an engineer for the Section of Bridges in the Department of Roads of the Ministry of Works and Human Settlement. After returning home, I was promoted to assistant senior engineer. I aim at becoming a senior engineer in four years. I am currently involved in bridge-related design, maintenance and management, feasibility studies, preparation of bidding documents, and other work. I have opportunities to participate in online meetings with JICA through technical cooperation projects. Furthermore, a new cooperative project for reconstructing four aged bridges along with the Primary National Highway No. 1 is currently ongoing. As part of this project, in order to improve abilities for Bhutanese engineers, technical transfer will be performed by JICA Japanese experts. I have been appointed as one of main trainers involved. After the training with Japanese experts, I will be responsible for training for other Bhutanese engineers and experts.

Originally, I was not planning to proceed to the master's course. However, around 2017 prior to participating in JDS, I stayed in Japan for about two months for JICA training. Triggered by an opportunity to join an inspection tour for the Akashi Kaikyo Bridge and the Naruto Bridge, I came to hope to study in Japan and applied for JDS. Prior to visiting Japan, I personally undertook Japanese training for a month in Bhutan, which was useful for my university life and making friends while staying in Japan. Moreover, I thought that despite the fact that there were many Bhutanese studying in Japan, neither information nor knowledge was shared, which I considered a problem. Therefore, I established the Bhutan Student Association (a community for Bhutanese who experienced study in Japan) and assumed a representative of such association. At present, such association includes nationally financed international students in addition to the Bhutanese JDS students as members. Specific activities have not been implemented yet. I aim to setting up a platform that will allow members to share relevant information about research plans in the future.

JDS Alumni Interview 2

Ms. Dema Tashi

Deputy Executive Engineer,

Geological Survey Division, Department of Geology and Mines,

Ministry of Economic Affairs

Nagoya University,

Graduate School of Environmental Studies



I am currently involved in geographical and mining surveys as an assistant senior engineer at the Department of Geology and Mines of the Ministry of Economic Affairs and in the formation of a competency framework for parties in charge of procurement led by RCSC. I often cooperate with Japanese companies and JICA in the course of relevant projects. When performing exploration giving consideration to environment, JDS experiences are useful. I would like to use my research outcomes from Japan for forming of future rules and to be promoted due to the use of my experiences in Japan in the future.

“At university, I participated in three semesters of Japanese classes outside research in my specialized field. Learning Japanese was useful for daily live and communicating with Japanese people belonging to my laboratory office. Even after returning home, I sometimes communicate with Bhutanese international students who studied in Japan in the Japanese language. Moreover, I interacted with Bhutanese international students with whom I was acquainted and JDS international students from other countries while studying in Japan on a daily basis. I consider the resulting network to be useful for the future in that I will be able to directly ask friends in other countries if I have questions related to work.

Compared with other scholarships and grants, I believe that the greatest strength of JDS is the ability to obtain support in all aspects, including leading life while studying in Japan. Such support allows international students to concentrate on their studies. Moreover, JDS is the best scholarship or grant program for female international students who are concerned about safety while studying overseas.

3-6. Issues and Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Implementation of JDS for Contribution to Diplomatic Efforts and Strengthening of Bilateral Relations

(a) Project Design with Diplomatic Efforts and Strengthening of Bilateral Relations

According to the basic research, in order for JDS to continue, it is suggested that it is important to shift its focus from the traditional form of contributing to the solution of development issues to one that focuses on diplomatic effects and national interests. In recent years, JDS has developed a recruitment and selection strategy that is more conscious of diplomatic effects. The JDS is expected to be managed with an awareness of the national interest.

Therefore, according to a JDS project design in Bhutan, the framework for acceptance in the public policy field related to foreign matters and important issues for the government of Japan has increased. Moreover, it has become possible for more JDS Fellows from key ministries and government offices contributing to Japan's politics, economy, and diplomacy to be dispatched. Candidates in question for management positions in ministries and government offices who are to be screened as JDS Fellows will be fostered in Japan. In the future, when there will be many pro-Japanese JDS Fellows who have returned home within the aforementioned ministries and government offices, JDS's diplomatic significance and effects will become considerably large. Moreover, the targeted organizations in the field of international relations concerning public policy and international relation components should be limited to the Ministry of Foreign Affairs. In this way, it will become easy to select personnel who are expected to contribute to enhancement of bilateral relations.

Since the 2nd phase will be started from August 2022, it is important to review and improve annually what can be improved even in the middle of the four-year phase, while verifying the appropriateness and effectiveness of the entire acceptance plan, including the appropriateness of the target organizations, in light of the purpose of the JDS, and to make the JDS more consistent with its objectives.

(b) Operation with Diplomatic Efforts and Strengthening of Bilateral Relations

In order to turn these JDS Fellows into true partners of Japan, it is essential to devise ways to keep them feeling good about Japan and lead them to become Pro-Japanese. Therefore, we will consider not only the selection, but also effective input to the JDS Fellows during their stay in Japan through Enrichment Programs such as Pre-returning Program, networking with Japanese government officials, and follow-up to strengthen and continue the relationship with Japan after they return home. In addition, it is necessary to consider mechanisms to increase the recognition of JDS by Japanese government agencies and to have them understand the usefulness of JDS as a foundation for actively utilizing JDS students when the Japanese government and other entities conduct external activities in the future.

Specifically, the following efforts in operations should be considered. It is important to further consider and implement these innovations.

Cooperation with JICA officials (office staff, experts, etc.)

As long as JDS is implemented as an ODA project, it is important to further cooperate with other ODA projects, in the same way as other projects, from the viewpoint of being an “input for development” instead of just a fund for studying abroad. Dissemination of its information to the persons in charge at JICA offices in abroad including JICA experts, encouragement of competent human resources from partner countries to apply for JDS, and utilization of alumni network as well as other JICA projects as resources etc. are required. In particular, in order to promote the cooperation with the projects under implementation, it is important not only to share information with involved experts such as JICA personnel, but also to provide them with opportunities to directly meet JDS returned Fellows.

To create opportunities to connect JDS returned Fellows to the project would highly likely provide a merit to both sides as a means of allowing the former to keep the relationship with Japan after the return from the country and work effectively in relevant domains. Regarding this point, the implementation agent is expected to better understand projects in progress by JICA, coupled with relevant policies of the Bhutan government, and provide useful proposals.

Activities for JDS Fellows during their stay in Japan

i. Providing Enrichment Programs

From the perspectives of improving the abilities of JDS Fellows, building relationships that form the basis of good bilateral relations, and differentiating JDS from other scholarships, more efforts should be made to add value to the JDS Fellows' stay in Japan beyond their studies at the accepting university. Currently, we are providing training opportunities during the period of study in Japan, such as Pre-returning Program, civil service networking events⁴¹, and JICA Development Studies Program (JICA-DSP)⁴². It is desirable to continue to provide such Enrichment Programs unique to Japan.

⁴¹ Refer to "2-5-2. Contents of Enrichment Program"

⁴² Under this concept, JICA will implement the "JICA Development Studies Program (JICA-DSP)" as part of its official development assistance, targeting students who come to Japan and enroll in a degree program at a Japanese university within the framework of JICA's human resource development program.

ii. Support for acquisition of Japanese language skills

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Bhutan in the future. Even though they stay in Japan for two years, it is limited in opportunity to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, but if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese.

In order to further strengthen the Japanese language skills of JDS Fellows for the above reasons, JDS has decided to implement a pre-departure Japanese language training program (100 hours) starting with students arriving in Japan in FY2022, in addition to the Japanese language training program (35 hours) at the time of arrival in Japan that has been implemented previously. This initiative is expected to strengthen the Japanese language skills of JDS Fellows. In addition, further efforts will also be needed in the future to encourage independent Japanese language study by JDS Fellows and increase their motivation to learn. For example, it is important to consider ways to motivate them to study, such as supporting them to take the Japanese Language Proficiency Test (JLPT).

Moreover, in order to continue with the study of Japanese, it is possible to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

(2) Effective recruitment activities

In order to achieve JDS objectives, obtaining excellent international students can be a precondition. Therefore, it is important to collect more excellent applicants from main targeted organizations in the recruitment activities. To achieve this, by building human relationships with persons in charge of JDS of the ministries which will be the target organizations and obtaining cooperation and information in the ministries, a certain effect is anticipated. Most applicants often obtain information from the department in charge of JDS of each ministry. In order to spread information from persons in charge of JDS to the applicant level, it is most important to build good relationships with persons in charge and obtain cooperation. It is vital to conduct steady business activities such as visiting the main government organization frequently and increasing awareness of JDS itself.

In addition, it is important to actively communicate the benefits and advantages of the JDS Project to officials of government ministries and agencies. The officials should be informed that the JDS Project is a human resources development program aimed at civil servants which has been tailored to Bhutan's development issues and offers the following added value: The JDS Project is beneficial to Bhutan's medium to long-term development; Host universities are regarded as project partners; In addition to existing programs, special programs tailored to the specific needs of Bhutan will be provided. The following benefits and advantages should also be communicated: The comprehensive framework is put in place to provide advice, guidance, and support to scholarship students; Scholarship students will be provided with full support including regular monitoring service while in Japan; Scholarship students will be invited to civil service networking events. It must be stressed that from the next phase, the JDS Project in Bhutan will be available to core civil servants only and that the JDS Project is a highly prestigious scholarship program that offers great value to civil servants working for central government ministries and agencies.

(3) Networking, Establishment of a Follow-up Scheme and Roles of Implementation Agent

(a) Measures to be taken during the Fellows' stay in Japan for follow-up conducted after they return home

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

In some cases, the Agent is currently providing support in the target countries of JDS for establishing an alumni association or holding other events based on the JDS project office. However, it takes additional time and cost to improve the loyalty of JDS returned Fellows who have lost a connection with Japan for a certain period of time and it is not necessarily efficient.

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

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

For conducting sustainable follow-up activities, it is expected for the implementation agent to enhance the follow-up contents in collaboration with Bhutan side and the JICA Alumni Association of Bhutan (JAAB) in order to implement measures for maintaining and improving the loyalty developed during the Fellows' stay in Japan.

Figure 11 shows the image of the familiarity with Japan of foreign students and the passage of time. It shows that familiarity with Japan will be kept high even after returning to Japan by implementing seamless measures from the time of coming to Japan.

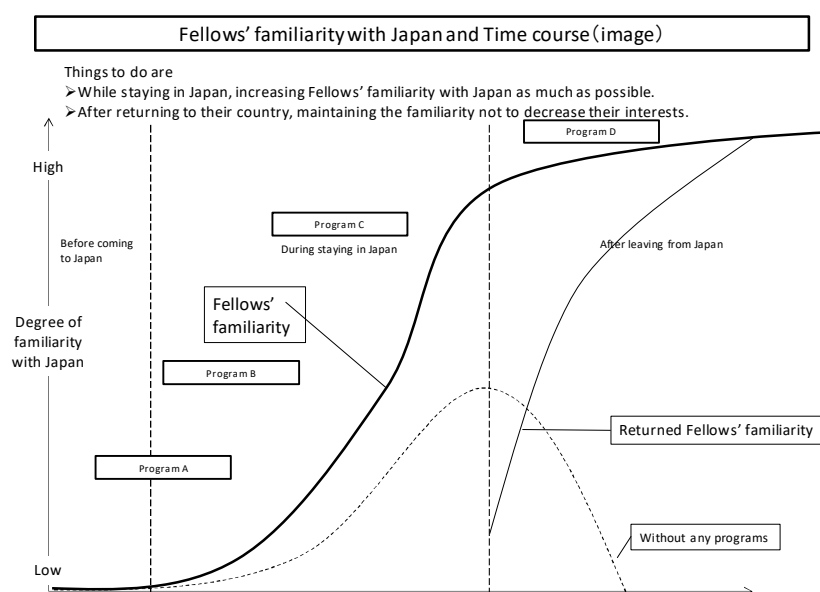


Figure 11 Fellows' familiarity toward Japan and Time Course (Image)

(c) Networking with Japanese Administrative Officers for Follow-up

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 JDS, that the JDS Fellows are civil servants involved in policy making of each country. Since they are expected to serve as a bridge between Japan and Bhutan as a pro-Japanese, a network with the Japanese ministries and agencies would be useful for their future career. It is desirable to provide support for establishing a network through interaction with civil servants and hold seminars and workshops with the persons concerned with the Japanese ministries and agencies as a lecturer.

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

(d) Roles to be performed by the implementation Agent

Role as a mediator

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

better project achievements.

Firm network foundation with JDS Fellows

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

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

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

Network foundation with the Japanese ministries

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

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

(4)Importance of Follow-up after Returning

As mentioned before, in order to ensure diplomatic outcomes and benefits to development issues

through the JDS, it is extremely important for the Operating Committee and target organizations to provide monitoring support for JDS Fellows during their stay in Japan and follow-up for the utilization of human resources after their return to their home countries. In particular, it is necessary to continuously seek understanding from the organizations to which the JDS Fellows belong so that they can secure posts after returning to their home countries and provide career development support. In Bhutan, the Bhutan Civil Services Rules and Regulations stipulates a high degree of relevance between research themes and work content as an essential requirement for study abroad, and achievements during study abroad are counted as years of experience for promotion. However, it is necessary to continue to discuss with the Operating Committee on how to place the right person in the right position.

In Kyrgyzstan and Uzbekistan, there are "vertical ties" among JDS alumni and alumnae associations, and a system has been established whereby alumni recommend excellent young researchers. In Bhutan, it is important to form an alumni association of JDS so that the Bhutanese side can manage and monitor the situation of JDS alumni, and to create a system that will allow the alumni association to continue its active activities over the long term.

In addition, it is necessary for JDS students to be aware of their contribution to strengthening bilateral relations after returning to their home countries from the time they begin their studies in Bhutan, and during their study period, awareness should be raised through opportunities such as interim training and exchange meetings with administrative officials.

Furthermore, it is desirable to make efforts to make the JDS Fellows aware of their ties with Japan at each milestone by holding send-off parties at the time of departure, debriefing sessions upon their return to their home country, and regular outreach to alumni associations, etc. To this end, it is essential to obtain the cooperation of Japanese officials in Bhutan.

In Bhutan, we will cooperate with the Bhutan Student Association, a community of people who have studied in Japan, which was established in 2020 by first batch JDS Fellows, to raise awareness of Japan among JDS alumni, promote Japan in Bhutan, and strengthen bilateral friendly relations through these activities.

(5) Utilization of digital tools

In order to solve the problems that were difficult with the conventional approach under the influence of the new corona infection, JDS have been promoting the implementation of work by utilizing digital technology. In this survey as well, by utilizing Microsoft 365 applications centered on Teams and One Drive (cloud system) and online conferencing tools such as Zoom, it has become possible to proceed with field surveys even during periods of the sudden infection by Omicron strains.

When implementing the JDS Project from August 2022, while taking advantage of the conventional face-to-face method, it is also important to fully utilize these digital tools and acquire and analyze data. This hybrid method makes it possible to propose more effective ways for acquiring applicants, build more detailed communication methods with JDS Fellows, and plan exchange events with government officials, which makes it possible for JDS Fellows to be satisfied. It is expected that efforts will be made to increase the added value of JDS.

(6)Influence of the new coronavirus

Regarding the impact of the new coronavirus infection that occurred in 2020, it is expected that the Japanese government's border measures will be eased and the number of foreign visitors to Japan will increase in the future. It is not possible at this time to predict how the situation regarding the new coronavirus will affect the number of applicants and international students in 2022, but it is necessary to continue to pay attention to this matter while collecting information from the Japanese government and other donors.

3-7.Conclusion

Economic cooperation by the government of Japan involving Bhutan commenced in 1964 (i.e., dispatching of specialists). The 30th anniversary of the establishment of diplomatic relations between Japan and the Kingdom of Bhutan was celebrated in 2016. Bhutan, which traditionally was a pro-Japan country, has constructed an amicable relationship with Japan through exchanges of VIPs, including imperial family members and royal families as well as through economic cooperation. At the Japan-Bhutan Summit Meeting in 2018, then-current Prime Minister Shinzo Abe stated that provision of opportunities for training for Bhutanese personnel should be secured and the increase of Bhutanese international students studying Japanese would be welcomed. He mentioned that collaboration for supporting life for studying in Japan would be desirable. Enhancement of a cooperative relationship between the two countries through human exchanges is expected to continue.

Moreover, Bhutan will become no longer a least developed country in 2023, in which the "12th Five Year Plan" that is being implemented at present will be finished. There are various issues related to this matter, such as overcoming economic vulnerabilities due to diversified forms of economic activities and boosting of the unemployment rate for young people. There is an urgent need for governmental institutions as well as associated ministries and government offices to obtain abilities for and to establish a system for the solution of development issues. Given such circumstances, JDS, whose projects have the purpose of nurturing young government officials who could become core personnel in various institutions, will be able to contribute to development of Bhutan in the future.

Furthermore, in 2020, the Royal Edict for the civil service system reform was issued by His Majesty the King of Bhutan. Accordingly, various efforts, such as enhancement of the civil service system and fostering of leadership by civil servants, have just commenced. It can be said that JDS projects meet the needs of the current the Royal Government of Bhutan.

The history of Bhutan JDS is short compared with JDS in other countries. Despite such fact, since the second phase commencing in 2022, specific approaches for future outcomes are moving along with. Examples are positioning the Ministry of Foreign Affairs (which plays an important role in the enhancement of bilateral relations with Japan) within a special framework of components of the field of international relations. Personnel selection strategies in line with the purpose of JDS projects will be promoted continuously in the future. Simultaneously, in light of the current situation in which international students during the first phase are increasing from now, it will be necessary to focus upon follow-up activities that allow the relationship with Japan to be enhanced and continued even after they return home. It has not taken a long time after JDS projects commenced in Bhutan. Therefore, it can be said that there is a sufficient room for JDS to contribute to Bhutan and for JDS to contribute to enhancement of the bilateral relation of both countries is expected.

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 Bhutan
6. Basic Plans for the Target Priority Areas
7. Summary of the Result of Supplementary Survey on Target
Organizations

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. WATANABE Kozo	Leader	Chief Representative JICA Bhutan Office
Ms. TANAKA Mariko	Cooperation Planning	Representative JICA Bhutan Office
<Consultants>		
Mr. ISHIRO Jun	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Ms. HITOTSUBASHI Reiko	Overseas Study Planning	Director International Student Programs Division, International Student Programs Department I, JICE
Ms. TERASHITA Chie	Assistant for Overseas Study Planning	International Student Programs Division, International Student Programs Department I, JICE
Ms. OKUMA Yoko	Needs Study	International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey for JDS

	Field Survey	in Japan	Accepting Universities
2021 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) • Formulation of the list of target areas and development issues (Sub-Program/ Component) • Explanation of the outline of JDS Project to the government of the recipient countries		
Aug.		Jul. • Implementation of the request survey of accepting universities (JICA)	
Sept.	Oct. to Nov. [Survey on the needs and achievements of JDS Project by the consultant] • Information collection of civil servant system • Information collection of gender policy in human resource development system for government officers • Information collection for designing the	Sep. to Oct. [University review / survey] • Evaluation of Proposals • Review of proposals from universities • Survey on prospective accepting universities	Aug. • Formulation and submission of proposals for JDS Project
Oct.		Oct. • Conclusion of a contract with the consultant • Preparation for field survey	
Nov.	Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) • Agreement on the new project framework and implementation structure • Agreement on JDS target issues (Sub-Program, Component)	Nov. to Dec. • Preparation of draft basic plan for priority fields	
Dec.			
2022 Jan.	• Selection and agreement on Target Organizations and target demographic • Selection and agreement on accepting	Jan. 2022 • Preparation for the draft report on the preparatory survey	
Feb.	Jan. to Feb.2022 [Agreement on the project framework 2/2] (OC/JICA Survey Team) • Confirmation of selection procedures • Confirmation of draft basic plans • Confirmation of follow-up activities	Jan. • Preparation for the outline design of the budget Feb. • Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.		Mar. • Notification of the result of the selection to accepting universities (JICA)	
Apr.		May. to Jun. • Finalization of the report on the preparatory survey	Mar. • Receipt of the result of the selection, and preparation for accepting JDS fellows
May	Flow after Preparatory Survey		
Jun.	Jun. - • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient countries and an agent	May. • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
2022 Jul. to 2023 Feb.	Aug.- Recruitment Nov.- • 1st screening by application document • Health examination Dec. to Feb.2022 • 2nd screening by Technical Interview with university faculty -Mar. • 3rd screening by Comprehensive Interview		Participate in selection Nov.- 2022 • Screening by application document Dec. to Feb. 2023 • Technical Interview in Bhutan
Mar. to Jul.			Apr.- • Preparation for Enrollment
Aug.	Jul. • Pre-departure orientation	Aug. • Student Arrival • Briefing and Orientation	
Sep.			Sept.- • Enrollment

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

Date and Time	Organization	Contact Person	Remark
23 rd December 2021	JICA Bhutan Office	- Mr. WATANABE Kozo, Chief Representative - Mr. TANAKA Mariko, Representative - Mr. Tshering Dorji, Program Officer	Discussion with the Operating Committee (OC) members
	Embassy of Japan in India	- Mr. YAMASHITA Hiroyuki, First Secretary - Mr. HOSAKA Shun, Second Secretary	
	Royal Civil Service Commission (RCSC)	- Dasho Tshering Yangden, Commissioner - Mr. Jamyang Norbu, Assistant Human Resource Officer, Human Resource Development Division	
	Ministry of Foreign Affairs	-Mr. Dawa Tshering, Chief, Asia and Pacific Division, Department of Bilateral Affairs	
	Gross National Happiness Commission	-Mr. Sonam Yarphel, Deputy Chief Planning Officer, Development Cooperation Division	
6 th of December 2021	Gross National Happiness Commission	- Mr. Karma Wangdi, Human Resource Officer	Human resource needs in Bhutan
6 th of December 2021	Ministry of Foreign Affairs	- Ms. Rekha Monger, Senior Human Resource Officer	
9 th of December, 2021	Ministry of Labor and Human Resources	- Mr. Ngawang Tsendu, Human Resource Officer	
9 th of December, 2021	Ministry of Works and Human Settlement	- Mr. Tshering Tashi, Chief Human Resource Officer	
10 th of December 2021	Ministry of Economic Affairs	- Ms. Kuenzang Dem, Human Resource Officer	
13 th of December, 2021	Ministry of Health	- Ms. Choden, Senior Human Resource Officer	
13 th of December, 2021	Ministry of Home and Cultural Affairs	- Ms. Jigme Wangchuk, Human Resource Officer	
13 th of December, 2021	Royal Civil Service Commission	- Ms. Dechen Eadon, Chief Human Resource Officer	
14 th of December, 2021	Ministry of Finance	-Ms. Tashi Namgyel, Human Resource Officer	
15 th of December, 2021	Ministry of Information and Communication	- Ms. Karma Geley, Chief Human Resource Officer	
16 th of December, 2021	Ministry of Agriculture and Forests	- Mr. Khampa Tshering, Chief Human Resource Officer	

**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE ROYAL GOVERNMENT OF BHUTAN**

In response to a request from Royal Government of Bhutan (hereinafter referred to as “Bhutan”), 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”) from Japanese fiscal year 2023 to 2026 (hereinafter referred to as “the second phase”) to be implemented in Bhutan.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by Mr. WATANABE Kozo, Chief Representative, Bhutan Office, JICA to Thimphu from November to December, 2021.

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.

Thimphu, 17 February, 2022



WATANABE Kozo
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Dasho Tshering Yangden
Commissioner
Royal Civil Service Commission
The Royal Government of Bhutan

I. Objective of the Preparatory Survey

The Bhutan side understood the objectives of the Preparatory Survey explained by the Team referring to ANNEX 1 “Flowchart of the Preparatory Survey and Implementation Schedule of the JDS Project”.

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project of the second phase from Japanese fiscal year 2023 to 2026 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 public service officials in Bhutan
- (3) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project

II. Objective of the JDS Project and Main Points of Discussions

1. 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.

2. Main Points of Discussions

Through the discussions, we reaffirmed that the JDS Project is designed to develop human resources who will contribute to the execution of the Bhutanese government's policies, and that it should be used to strengthen bilateral relations. We also confirmed that, JDS Project will be implemented with above understanding, as much as possible, through the planning of recruitment, selection of JDS Fellows, as well as through appropriate placement after the JDS Fellows’ return, in the event that Grant Aid by the Government of Japan continues to be approved.

III. Framework of the JDS Project

1. Project Implementation

The Bhutan side confirmed that the JDS Project is implemented under “Flowchart of JDS Project for the Succeeding Four Batches (ANNEX 2)”.

2. Implementation Coordination

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



Bhutan side

- Royal Civil Service Commission (RCSC) (Co-Chair)
- Gross National Happiness Commission
- Ministry of Foreign Affairs

Japanese side

- Embassy of Japan in India
- JICA Bhutan 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 for Master's Program are identified as below.

(1) Sub-Program 1:

Improving Administrative Ability and Institution Building

Components

- 1-1 Economic Policy Development
- 1-2 Public Policy / Administration/ International Relations

(2) Sub-Program 2:

Building a Strong Base for Sustained Economic Growth

Components

- 2-1 Agriculture and Rural Development Policy
- 2-2 Countermeasures for Climate Change Policy and Disaster Risk Management and Infrastructure Development Policy for Sustainable Economic Growth

With regard to PhD Program, both parties confirmed that the area of specialization are as follow:

- Economics
- Engineering
- Seismology
- Flood Disaster
- Data Analytics/Mining/Artificial Intelligence

And the specialization will depend on the research area chosen by the applicant and endorsed by the respective agency depending on the critical needs of the agency and the country.

4. Maximum Number of JDS Fellows

The total number of JDS Fellows for the first batch in Japanese fiscal year 2023 shall be **at nine (9) for Master's Program and one (1) for PhD Program**, and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2023 to 2026.

5. Target Organizations

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

It was agreed that the target organizations shall be reviewed according to the result of recruitment / selection, discussed and decided in the Committee.

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

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

- 1) Development Issue as Component : 1-1 Economic Policy Development

Accepting University:

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

- 2) Development Issue as Component : 1-2 Public Policy / Administration/ International Relations

Accepting University:

- Meiji University, Graduate School of Governance Studies (3 slots)
- Ritsumeikan University, Graduate School of International Relations (1 slots)

- 3) Development Issue as Component : 2-1 Agriculture and Rural Development

Accepting University:

- Hiroshima University, GS of Humanities and Social Sciences (1 slots)

- 4) Development Issue as Component : 2-2 Countermeasures for Climate Change and Disaster Risk Management and Infrastructure Development for Sustainable Economic Growth

Accepting University:

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

7. Basic Plan for Each Component

The Team explained a Basic Plan for each component (ANNEX 4), which included the background, project objectives, summary of the activities of the project and other, would be prepared for mutual understanding of both parties during the Preparatory Survey.

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

8. Monitoring and Evaluation

It was agreed that monitoring and evaluation of JDS returning Fellows should be done actively by Government of Bhutan. In addition, encouraging ex-JDS Fellows to participate in JAAB (JICA Alumni Association of Bhutan) after their return for enhancing knowledge sharing and networking.

IV. Undertakings of the Project

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

V. Other Matters Discussed

1. Strategic recruitment and selection of candidates

Both parties confirmed that explanation session exclusively for Ministry of Foreign Affairs and Gross National Happiness Commission will be held, and Embassy of Japan and Royal Civil Service Commission will promote the JDS in order to enhance awareness of applicants on the importance of strengthening bilateral relations between Bhutan and Japan.

2. Accepting university and target organization

It was agreed that target agency for the International Relations at Ritsumeikan University to be kept specific as the Ministry of Foreign Affairs in view of the relevance of the course. However, if the number of applicants for International Relations is not sufficient after keeping the target agency as MoFA for the first year of the second phase, then the target agency will be changed to "Cross Sector" and the component will be announced as Public Policy/Public Administration/International Relations.

ANNEX 1: Flowchart of the Preparatory Survey

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

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

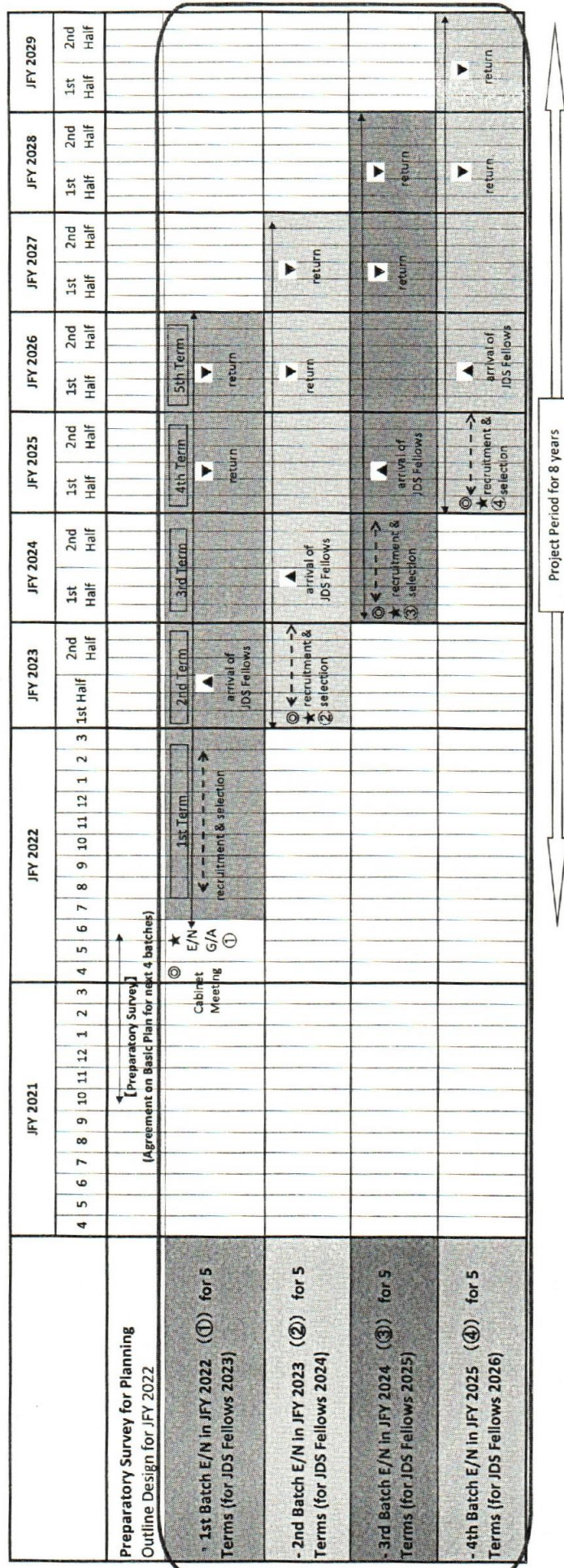
ANNEX 4: Format of Basic Plan for the Target Priority Area

ANNEX 5: Undertakings of the Project (Draft)



	Field Survey	in Japan	Accepting Universities
2021 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) • Formulation of the list of target areas and development issues (Sub-Program/ Component) • Explanation of the outline of JDS Project to the government of the recipient countries		
Aug.	Oct. [Survey on the needs and achievements of JDS Project by the consultant]	Jul. • Implementation of the request survey of accepting universities (JICA)	Aug. • Formulation and submission of proposals for JDS Project
Sept.	• Information collection of civil servant system • Information collection of Gender policy in human resource development system for government officers	Sept. to Oct. [University review / survey] • Evaluation of Proposals • Review of proposals from universities	
Oct.	• Information collection for designing the Japanese language framework	Oct. • Conclusion of a contract with the consultant • Preparation for field survey	
Nov.	Nov. to Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) • Agreement on the new project framework and implementation structure	Nov. to Dec. • Preparation of draft basic plan for priority fields	
Dec.	• Agreement on JDS target issues (Sub-Program, Component) • Selection and agreement on Target Organizations and target demographic	Jan. 2022 • Preparation for the draft report on the preparatory survey	
2022 Jan.	• Selection and agreement on accepting universities	Jan. • Preparation for the outline design of the budget	
Feb.	Jan. to Feb. 2022 [Agreement on the project framework 2/2] (OC/JICA Survey Team) • Confirmation of selection procedures • Confirmation of draft basic plans	Feb. • Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.	• Confirmation of follow-up activities	Mar. • Notification of the result of the selection to accepting universities (JICA)	Mar. • Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.		Jun. • Finalization of the report on the preparatory survey	
May	Flow after Preparatory Survey		
Jun.	Jun. - • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient countries and an agent	May. • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
2022 Jul. to 2023 Feb.	Aug. - Recruitment Nov. - • 1st screening by application document • Health examination Dec. to Feb. 2022 • 2nd screening by Technical Interview with university faculty -Mar. • 3rd screening by Comprehensive Interview with OC members		Participate in Selection Nov. - 2022 • Screening by application document Dec. to Feb. 2023 • Technical Interview in Bhutan
Mar. to Jul.			Apr. - • Preparation for Enrollment
Aug.		Aug. • Student Arrival • Briefing and Orientation	
Sept.	Jul. • Pre-departure orientation		Sept. - • Enrollment

Flowchart of JDS Project for the Succeeding Four Batches



④ : Cabinet Meeting (Japan)

★ : Exchange of Notes (E/N), Grant Agreement (G/A)

→ : Period covered by Grant Agreement (G/A)

▲ : Arrival

▼ : Return to the country

[Handwritten signature]

2

Design of the JDS Project for 2nd Phase (from JFY 2023-2026 / BFY 2022-2025)

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)		Slot	Accepting University Graduate School (GS)	Degree	Possible Fields of Study	Recommended target Group		Target Agency
							1. Super Structure a. Major Occupational Group (MoG)		
1. Improving Administrative Ability and Institution Building	1-1	Economic Policy Development	2	International University of Japan GS of International Relations	MA in Economics MA of International Development	Economic Policy, Industrial Development Policy, Macroeconomics, Fiscal Management, Investment and Trade Promotion, Tourism Economic Policy, Power Development Policy, etc.	1. Administration Service 2. Finance Service 3. Technical Service (Statistical Services)	*Cross sector	
	1-2	Public Policy / Administration and International Relations	3	Meiji University GS of Governance Studies	MA of Public Policy	Public Policy, Governance, Information and Communication Policy, Health Policy, Tourism Policy, public finance (management), Data Analysis, etc.	1. Administration Service 2. Finance Service	*Cross sector	
			1	Ritsumeikan University GS of International Relations	MA in International Relations	International Politics, International Economy, Foreign Policy, public diplomacy, area studies, etc.	1. Administration Service	Ministry of Foreign Affairs	
2. Building a Strong Base for Sustained Economic Growth	2-1	Agriculture and Rural Development Policy	1	Hiroshima University GS of Humanities and Social Sciences	MA of Economics MA of Business Administration MA of Int'l Cooperation Studies MA of Philosophy	Agricultural Economics, Agricultural Policy, Food Self-Sufficiency, Supply Chain, etc.	1. Technical Service a. Agriculture and Livestock Service Group b. Forestry and Environment Protection Services Group 2. Administration Service 3. Finance Service	*Cross sector	
	2-2	Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth	2	Nagoya University GS of Environmental Studies *Implemented in cooperation with the GS of Engineering	MA of Environmental Studies MA of Engineering	Infrastructure Development Policy, Low Carbon Technology, Disaster Prevention Policy, etc.	1. Technical Service a. Architectural, Engineering and Land Services Group 2. Administration Service 3. Finance Service	*Cross sector	
Total Number/ year			9						

The Project for Human Resource Development Scholarship (JDS)

Format of Basic Plan for the Target Priority Area

Basic Information of Target Priority Area (Sub Program)

1. Country: Kingdom of Bhutan
2. Target Priority (Sub-Program) Area:
3. Operating Committee:
 Bhutan Side: Royal Civil Service Commission, Gross National Happiness Commission, Ministry of Foreign Affairs
 Japanese Side: Embassy of Japan, JICA Bhutan Office

Itemized Table 1-1-1

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 Kingdom of Bhutan)

(3) Japan's ODA Policy and Achievement (including Kingdom of Bhutan)

Relevant Projects and Training Programs of JICA Bhutan 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 Bhutan.

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(3) Verifiable Indicators

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

(4) Number of JDS Participants 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 the Bhutan 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 2023 (Until 2025) : X fellows, From the year 2024 (Until 2026) : X fellows
 From the year 2025 (Until 2027) : X fellows, From the year 2026 (Until 2028) : X fellows

(7) Inputs from the Bhutan Side

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

(8) Qualifications

X



- 1) Nationality: Citizens of Bhutan
- 2) Age: Under the age of 40 as of April 1st in the year of dispatch
- 3) Academic Background:
 - Holder of a bachelor's degree from universities authorized by the Royal Government of Bhutan
 - Has a good command of both written and spoken English
- 4) Work Experience:
 - Has 2 years or more of work experience at his/ her belonging organizations.
 - The work experiences shall be related to applying 'Sub-Program' / 'Component', at the time of application
- 5) Eligible Officers:
 - Must be a Government regular(permanent) employee who are in Professional & Management Category (PMC)
 - Listed MOG under Technical Service
 - ✓ xxxx
- 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.

X



Undertakings of the Project (Draft)

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

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after signing of the G/A	RCSC	N/A	
2	To appoint the head of representatives of the Recipient who will be a chairman of the Committee	Within 1 month after signing of the G/A	RCSC	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A	GNHC	N/A	
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after the signing of the contract	GNHC	N/A	
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 contract	GNHC	N/A	
	2) Payment commission for A/P	Every payment	GNHC	approx. 0.1% of the payment amount	
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	RCSC	N/A	
7	To organize the Committee meeting	During the Project	RCSC	N/A	
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	GNHC	N/A	
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	GNHC/ RCSC	N/A	
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	RCSC	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	RCSC	N/A	
12	To ensure the safety of persons engaged in the implementation of the Project in the country of the Recipient	During the Project	RCSC	N/A	

(RCSC: Royal Civil Service Commission, B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable)




(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.



7

The Number of JDS Participants to be Accepted for the Next Four Years under the JDS Project in Bhutan
(Master's Course)

Priority Areas (Sub-Program)	Development Issues (Components)	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1 Improving Administrative Ability and Institution Building	1-1 Economic Policy Development	International University of Japan	Graduate School of International Relations	2	2	2	2	8
	1-2 Public Policy / Administration and International Relations	Meiji University	Graduate School of Governance Studies	3	3	3	3	12
		Ritsumeikan University	Graduate School of International Relations	1	1	1	1	4
2 Building a Strong Base for Sustained Economic Growth	2-1 Agriculture and Rural Development Policy	Hiroshima University	Graduate School of Humanities and Social Sciences	1	1	1	1	4
	2-2 Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth	Nagoya University	Graduate School of Environmental Studies	2	2	2	2	8
Total				9	9	9	9	36

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

Basic Information of Target Priority Area (Sub Program)

1. Country: Kingdom of Bhutan
2. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
3. Operating Committee:
 Bhutan Side: Royal Civil Service Commission (RCSC), Gross National Happiness Commission (GNHC), Ministry of Foreign Affairs (MoFA)
 Japanese Side: Embassy of Japan, JICA Bhutan Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
2. Component: Economic Policy Development
3. Target Organization: See Design of JDS Project in Bhutan

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

Bhutan's GNI per capita in 2020 was about USD2,860. While economic activities declined and external debt increased in 2020 due to the impact of the COVID-19, GNI continued to rise from USD1,060 in 2004 until 2019, and it is expected to reach USD12,376 by 2030. The country is expected to graduate from LDC (Least Developed Country) status by 2023, when the current implemented 12th Five Year Plan will be completed. The challenges for graduation from LDC include overcoming economic vulnerability due to economic diversification and high unemployment rate among young people. In terms of industry, hydropower accounts for 11% of GDP, and 25% when combined with the related construction industries. On the other hand, about half of the working population is engaged in agriculture, and the private sector in the secondary and tertiary sectors is underdeveloped. Tourism is the second largest source of foreign exchange after hydropower, earning USD88.63 million in 2019. The government of the Kingdom of Bhutan emphasizes, in the 12th Five Year Plan (2018-23), economic and social development based on technological innovation, and has formulated the Digital DRUKYUL program as one of its eight priority programs.

(3) Japan's ODA Policy and Achievement (including Kingdom of Bhutan)

In the "Japan's Country Assistance Policy for the Kingdom of Bhutan" (as May, 2015) and "Rolling Plan" (as April, 2018), "Assistance for self-reliant and sustainable nation building with a good balance of rural and urban areas" is determined as Major Target for policy of assistance for Bhutan. Under the major target, "Sustainable economic growth" is set as one of the priority assistance fields.

In "Industry Development and Employment Creation" which is categorized as Development Issue under the priority assistance field, "Industrial Foundation Development Program" is implemented.

Japan has supported the promotion of private enterprises and the reduction of information disparities by improving the telecommunications infrastructure that forms the basis of the program, with the aim of solving the current problem of high unemployment among young people in Bhutan and achieving sustainable economic growth. In the future, we will (1) support the tourism sector, which is promising in terms of job creation, revitalizing rural areas, and earning foreign currency by taking advantage of Bhutan's tourism resources, (2) assist with the development of key industries by supporting hydropower

generation and special economic zones in Bhutan with the object of promoting exports, (3) support industrial development in rural areas by utilizing agricultural products and local resources, and (4) consider development of human resources and industries for digital transformation.

Relevant Projects and Training Programs of JICA Bhutan Office:

Technical Cooperation

- Project for Formulation of Power System Master Plan 2040
- Project for Promotion of Technology Education and Diffusion through Digital Fabrication Laboratory (Fab-Lab)

ODA Loan

- Improvement of Efficiency for Rural Power Supply (Phase 2)

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 Bhutan.

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of policies related to industrial promotion, tourism development, investment and trade, and economy or finance.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies including industrial promotion, tourism development investment and trade, and economy or finance.

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

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

(5) Activity (Example)

Graduate School of International Relations, International University of Japan

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in the	Prior to enrollment, basic courses on mathematics, economics, and business administration, etc. are held

Bhutan in order for the smooth study/ research in Japan	locally or in Japan so that students can smoothly advance to the master's program.
2) During study in Japan	
To train highly specialized human resources who can analyze, evaluate, and formulate policies based on the framework of economics.	<ul style="list-style-type: none"> • The International Development Program is structured for students to acquire basic knowledge to learn how to apply basic theory, to develop the ability to solve problems by themselves using economics, and to improve their ability to communicate. • JDS Fellows study microeconomics, macroeconomics, statistics and econometrics as the acquisition of basic knowledge through compulsory course work. • Through applied subjects balanced theory and practice, such as "monetary policy theory in developing countries," "development economics," "development policies and analysis of programs," and "finance" as learning how to apply theory to solve problems. • JDS Fellows can acquire advanced practical ability that enables accurate policy proposals by deepening understanding of research issues, finding problems from an economic perspective, quantitative analysis using measurement software through detailed guidance by supervisors. • For a JDS Fellow whose option is master's thesis, IDP aims for JDS Fellows to acquire and improve presentation skills essential as an administrative officer through the final oral examination.
To acquire practical theory with special lectures, seminars, field trips.	<ul style="list-style-type: none"> • Through closely communication with international students and faculty members, JDS Fellows are able to absorb diverse ideas and values, gain an objective understanding of our own country, and build an international human network that will be maintained even after graduation. .. • IDP invites prominent outside lecturers from other universities and foreign government agencies to hold seminars and workshops on the agenda of case studies and policy implementation examples. <p>IDP conducts field training for Japanese government agencies and private companies to understand how the knowledge learned in class is applied in the field.</p>
3) After return	
Post-training and follow-up after returning Bhutan	<ul style="list-style-type: none"> • GSIR provides JDS Fellows with follow-up training after graduation with the aim of continuously improving their knowledge, theories, and skills.

	<ul style="list-style-type: none"> • GSIR also provides JDS Fellows with joint seminars inviting graduates, current students and new enrollees, and cooperation in joint research projects between graduates and faculty members
--	---

(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 2 fellows × 4 years = 8 fellows
 From the year 2023 (Until 2025) : 2 fellows, From the year 2024 (Until 2026) : 2 fellows
 From the year 2025 (Until 2027) : 2 fellows, From the year 2026 (Until 2028) : 2 fellows

(7) Inputs from the Bhutan Side

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

(8) Qualifications

- 1) Nationality: Citizens of the Kingdom of Bhutan
- 2) Age: 39 or younger as of April 1st in the year of dispatch
- 3) Academic Background:
 - Holder of a bachelor's degree from universities authorized by the Royal Government of Bhutan
 - Has a good command of both written and spoken English (IELTS 6.0 or above)
- 4) Work Experience:
 - Has 2 years or more of work experiences under the same Parent Agency at the time of application to RCSC (such experiences shall be related to applying Sub-Program/Component)
- 5) Eligible Officers:
 - Must be a Government regular(permanent) employee who are in Professional & Management Category (PMC)
 - Must belong to the listed Super Structure:
 - ✓ Administration Service
 - ✓ Finance Service
 - ✓ Technical Service (Statistical Services)
- 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
 - ✓ Has already obtained a master's or higher degree

- ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

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

Basic Information of Target Priority Area (Sub Program)

1. Country: Kingdom of Bhutan
2. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
3. Operating Committee:
 Bhutan Side: Royal Civil Service Commission (RCSC), Gross National Happiness Commission (GNHC), Ministry of Foreign Affairs (MoFA)
 Japanese Side: Embassy of Japan, JICA Bhutan Office

Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
2. Component: Public Policy / Administration and International Relations
3. Target Organization: See Design of JDS Project in Bhutan

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

The government of the Kingdom of Bhutan has set a goal of further economic development with an eye on high-income countries, while preparing for graduation from LDC and entry into the middle-income countries by 2023. More cooperation is needed to diversify and upgrade industries that are not overly dependent on hydropower and to overcome the vulnerabilities that are caused by these actions. While economic growth is progressing and absolute poverty reduction is making significant progress, the government needs to work on improvement and expansion of basic administrative capacity, in cooperation with the local governments, in agriculture, basic infrastructure, quality of health care, quality of education, and communication environment in order to deliver administrative services to the people who are the slowest to receive the benefits of development and to realize a society where no one is left behind.

(3) Japan's ODA Policy and Achievement (including Kingdom of Bhutan)

In the "Japan's Country Assistance Policy for the Kingdom of Bhutan" (as May, 2015) and "Rolling Plan" (as April, 2018), "Assistance for self-reliant and sustainable nation building with a good balance of rural and urban areas" is determined as Major Target for policy of assistance for Bhutan. Under the major target, "Sustainable economic growth" is set as one of the priority assistance fields.

In "Improvement of Standard of Living in Rural Areas" and "Industry Development and Employment Creation" which are categorized as Development Issue under the priority assistance field, "Industrial Foundation Development Program" and other programs for education and health care are implemented.

Based on this policy, Japan will support the capacity building of government officials who are involved in the planning and institution building of various public policies.

Relevant Projects and Training Programs of JICA Bhutan Office:

Technical Cooperation

- Project for Strengthening Quality of Medical Education

- Project for Strengthening the Capacity of COVID-19 Testing and Health Care Service Delivery System
- Project for Promotion of Technology Education and Diffusion through Digital Fabrication Laboratory (Fab-Lab)
- Project for Building a Telemedicine System (tentative)

Grant Aid

- Project for Reconstruction of National Infectious Diseases Hospital in Gidakom
- Project for Strengthening Health Care Services in Eastern Area

Grant Assistance for Grass-Roots Human Security Projects

- Pilot Project for Eradicating Gastric Cancer in The Kingdom of Bhutan
- Project for Promoting Social Participation of Differently-Abled Citizens to Build Sustainable Support for Differently-Abled Citizens through Social Inclusion

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 Bhutan.

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of policies of various public policies.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of various public policies.

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Participants and Accepting University

- Graduate School of Governance Studies, Meiji University

3 fellows / year total 12 fellows / 4 years

- Graduate School of International Relations, Ritsumeikan University

1 fellows / year total 4 fellows / 4 years

(5) Activity (Example)

Graduate School of Governance Studies, Meiji University

Target	Contents/ Programs to achieve target
1) During study in Japan	

Enhancement of the discipline on the specialized field, case analyses of economic development, political and administrative reforms and the knowledge on governance issues	Graduate School of Governance Studies offers three program areas: Public Policy, International Development Policy, and Community Planning and Management so that the Fellows can develop their own study plans based on the chosen program by learning necessary subjects from another study of field.
Acquisition of the knowledge on global and local issues and skills for public policy formulation and implementation	The graduate school invites distinguished scholars from Japan or abroad and prepares special lecture related to the Fellows' research theme. It also arranges Joint multi-lingual (English and Japanese) courses for fostering exchange between Japanese and international students, as well as fieldwork (site visits) opportunities for visiting various fields of practice in Japan. In addition, various field studies are provided to nurture practical insight into Japanese public policy formulation and implementation.
Enhancement of skills necessary for academic writing	The graduate school offers workshops on English academic writing/reading; and special lectures and meetings which cover thesis proofreading and grammar instruction. It also sets up the courses and provides guidance on social research method and technical writing.
2) After return	
Utilization of outcome of research	Follow-up seminar and other opportunities for developing network are organized after their return.

Graduate School of International Relations, Ritsumeikan University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in Bhutan for smooth study/ research in Japan	Before the JDS fellows travel to Japan, they are assigned to faculty supervisors in line with their research topics. Supervisors take care to ensure that the fellows can easily transition to both study and life in Japan by communicating with them via email. Further, supervisors introduce fellows to research papers and texts on international relations and encourage them to begin studying them before arriving in Japan.
2) During study in Japan	
Learning the basis of research	JDS Fellows will learn the basic theories of microeconomics, macroeconomics, international economics and international relations necessary for the planning of public policy (economic and industrial policy).
Acquisition of specialized knowledge and practical skills leading to and improvement of analytical and problem solving skills	JDS Fellows will also acquire essential on-the-job skills of survey and statistical analysis, and knowledge of development policy theory including small/medium and micro enterprise development measures, development finance theory, and business and public policy

	management. These skills and knowledge will provide the foundations for fellows to strengthen their practical abilities to analyze and solve problems and to plan, execute and evaluate public policy.
Attainment of foundational knowledge and practical techniques to deal with social issues related to the development process	By undertaking applied learning in more various fields of expertise such as Japan's diplomacy policies, Japan-China relations, peace-building and preventative diplomacy (processes of democratization and regional reconciliation), and non-traditional security (terrorism and armed conflicts), fellows develop a knowledge base strongly attuned to the process of transition from the so-called rule of the individual to the rule of law, and to the peace-building and the stability of the regional community. Moreover, studies in a wide range of social development issues such as poverty reduction and sustainable development will enable the JDS Fellows to enhance their policymaking capabilities. They will also learn about regional identities and international relations based on the keywords of regionalism, democratization, and regional cooperation, through area studies courses that cut across the academic fields mentioned above. This will allow fellows to foster a regional perspective that comprehends the Eurasian region in its entirety.
Improvement of skills required for research surveys and thesis writing and presentation	Advanced Seminar will provide JDS Fellows with attentive guidance from their supervisors on research design and methodology, as well as giving presentations at periodical work-in-progress reporting sessions including their secondary supervisors, honing their academic writing and presentation skills and preparing for their final Master's thesis submission and oral examination. Support is also provided for Master's thesis writing and statistical analysis, which is essential for drafting and evaluating policy.
Earning practical knowledge and experiences through trainings and seminars	Through special programs listed below, JDS Fellows can obtain practical knowledge and experiences. 1. Study Japan's economic development through the roles of public administration and private enterprises through "Professional Training" 2. Study regional industrial promotion policy and provision of commercial and industrial support for small and medium enterprises and understand democratic local self-government systems that are responsive to the expectations of local citizens through "Development of the JDS Administrative Management Program"

	3. Learn about initiatives toward the strengthening of the private sector in both theory and practice through implementation of JDS Industrial Promotion Management Training (tentative) for civil servants 4. JDS internships on economic vitalization themes such as private enterprise development and export promotion 5. Develop practical skills of survey analysis and problem solving through the study of PCM techniques by participating in the Project Cycle Management (PCM) training 6. Improve proficiency in academic English through a training course
3) After return	
Continuous improvement of knowledge, theories and skills	Follow-up with faculty members with the goal of updating the specialist knowledge the JDS alumni gained while studying at the Graduate School is to be considered. Further, as part of a human resource development strategy for alumni, the Graduate School is considering developing a framework for JDS alumni to share knowledge they obtained in Japan with government institutions and organizations where specialized knowledge of economics and other key topics is lacking in their home countries, in order to raise the standard of public administration overall.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 4 fellows × 4 years = 16 fellows
From the year 2023 (Until 2025) : 4 fellows, From the year 2024 (Until 2026) : 4 fellows
From the year 2025 (Until 2027) : 4 fellows, From the year 2026 (Until 2028) : 4 fellows

(7) Inputs from the Bhutan Side

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

(8) Qualifications

- 1) Nationality: Citizens of Bhutan
- 2) Age: 39 or younger as of April 1st in the year of dispatch
- 3) Academic Background:
 - Holder of a bachelor's degree from universities authorized by the Royal Government of Bhutan
 - Has a good command of both written and spoken English (IELTS6.0 or above)
- 4) Work Experience:
 - Has 2 years or more of work experiences under the same Parent Agency at the time of application to RCSC (such experiences shall be related to applying Sub-Program/Component)
- 5) Eligible Officers:
 - Must be a Government regular(permanent) employee who are in Professional & Management Category (PMC)

[Meiji University]

 - Must belong to the listed Superstructure:
 - ✓ Administration Service
 - ✓ Finance Service

[Ritsumeikan University]

 - Must belong to the Ministry of Foreign Affairs under Administration Service Super Structure
- 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
 - ✓ Has already obtained a master's or higher degree
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

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

Basic Information of Target Priority Area (Sub Program)

1. Country: Kingdom of Bhutan
2. Target Priority (Sub-Program) Area: Building a Strong Base for Sustained Economic Growth
3. Operating Committee:
 Bhutan Side: Royal Civil Service Commission (RCSC), Gross National Happiness Commission (GNHC), Ministry of Foreign Affairs (MoFA)
 Japanese Side: Embassy of Japan, JICA Bhutan Office

Itemized Table 2-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Building a Strong Base for Sustained Economic Growth
2. Component: Agriculture and Rural Development Policy
3. Target Organization: See Design of JDS Project in Bhutan

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

Poverty rate in rural areas is as high as 11.9% compared to 0.8% in urban areas, and 96.8% of the poor live in rural areas. The percentage of the population living within one hour's distance to medical facilities is 99% in urban areas and 86% in rural areas. In addition, there are large disparities between urban and rural areas and between regions, with power outage rates ranging from 11% to 95% over the past 7 days in some districts, and drinking water supply rates (24 hours/day) ranging from 51% to 83%. 20% of the population is moving from rural areas to cities, and there is also a significant outflow of population from the less-developed eastern part of the country to other regions. In addition to the promotion of agriculture, which is the main industry in rural areas, there is an urgent need to improve infrastructure in rural areas to support the economically and socially vulnerable, and to improve various administrative services in order to promote balanced development. In a 2015 happiness survey, urban inhabitants were found to have a higher level of happiness compared to rural inhabitants, and farmers had relatively lower level of happiness. Furthermore, women's level happiness is much lower than men's. There is a need to proactively implement effective investment in these groups with relatively low levels of happiness.

(3) Japan's ODA Policy and Achievement (including Kingdom of Bhutan)

In the "Japan's Country Assistance Policy for the Kingdom of Bhutan" (as May, 2015) and "Rolling Plan" (as April, 2018), "Assistance for self-reliant and sustainable nation building with a good balance of rural and urban areas" is determined as Major Target for policy of assistance for Bhutan. Under the major target, "Sustainable economic growth" is set as one of the priority assistance fields.

In "Improvement of Standard of Living in rural Areas" which is categorized as Development Issue under the priority assistance field, "Agricultural and Rural Development Program" is implemented.

In order to support balanced development, Japan will conduct rural development and infrastructure development in rural areas, utilizing the assets of past cooperation. As for rural development, in addition to supporting productivity improvement through irrigation improvement and agricultural mechanization, we will promote market-oriented agriculture to increase farmers' income, build value chains for market access improvement and food processing, and improve nutrition through cooperation between food and

agriculture. In this context, it is necessary to pay attention to the establishment and improvement of systems (policy planning, maintenance and management, inventory and logistics) to ensure the autonomy and sustainability of beneficiaries such as residents and farmers.

Relevant Projects and Training Programs of JICA Bhutan Office:

Technical Cooperation

- Project for Strengthening Temperate Fruits Nursery and Orchard Management System
- Project for Capacity Enhancement on Irrigation Planning, Design, and Construction Management
- Country-Focused Training Course
- Regional Agribusiness Promotion through Market-Oriented Agriculture and Value Chain Building

Grant Aid

- Project for Improvement of Farm Machinery for Hiring Services of Tillage

Grant Assistance for Grass-Roots Human Security Projects

- Capacity Building of Poultry Farmers focusing on Effective Microorganisms Farming

Public-Private Partnership

- A Basic Study on the Introduction of Organic Cultivation Technology and Crop Rotation System of Red Beans to Small-scale Farmers
- Research on Low-Cost Organic Log Grown Shitake Mushroom Cultivation toward a Sixth Industry Development

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 Bhutan.

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of public policies in Agriculture sector including value added agriculture products, sustainable crop production and management and marketing of agriculture products.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies in Agriculture sector including value added agriculture products, sustainable crop production and management and marketing of agriculture products.

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

(5) Activity (Example)

Graduate School of Humanities and Social Sciences, Hiroshima University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in the Bhutan in order for the smooth study/ research in Japan	Preliminary education aims to make accepted candidates prepare for studying advanced materials in our course through distance education. Candidates are provided with textbooks on basic economics (including agriculture production economics and rural development when necessary) and are required to conduct self-study under the instruction of teaching assistants (Ph.D. students in our course) and professors. Candidates need to submit periodical reports by e-mail and take exams to confirm their achievements. In addition, candidates with low English ability are also provided with English language textbooks and are required to submit periodical reports by e-mail and take exams to improve their English skills.
2) During study in Japan	
Learning the fundamental knowledge and skills necessary for economic analysis	In the first year, JDS Fellows will learn the basic subjects: development macroeconomics, development microeconomics, and development econometrics. From the second half of the first year, students can obtain more specialized knowledge based on their interests, through Agriculture Production Economics, Rural Development, Econometrics (Policy Impact Evaluation, Economic Development and Policy), Other relevant subjects (Environmental Economics and Policy, Comparative Study of Economic Development, International Trade, International Cooperation, Small and Medium-sized Enterprise Development etc.).
Obtaining basic skills necessary for academic research	All students are required to join the seminar held by their supervisor every week. Through the seminar classes, student can receive more deliberate supervision (research plan, literature review, academic presentation, and academic writing) and obtain basic skills necessary for academic research such as analytical methods and result interpretation. Special English language courses “Academic Writing for Research Papers” will be provided in order that students obtain basic skills in writing academic papers. In addition, JDS students can utilize English proofreading by native speakers on their master theses.

Obtaining specialized knowledge and skills to create coherent practical solutions for policy issues on a global scale	Learning opportunities such as summer course, field research, and internship will be offered.
3) After return	
Effective utilization of outcome of research	After returning the country, online seminars and on-site seminars will be organized to return and implement the latest research results to the development field. In addition, online consulting services such as program evaluation and advice will be provided from scientific and academic perspectives in order to solve development issues. Feedback from the returned fellows will be obtained in order to review how they are applying the knowledge gained in the program after returning home and how the program can be improved in the future.

(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 1 fellows × 4 years = 4 fellows
From the year 2023 (Until 2025) : 1 fellows, From the year 2024 (Until 2026) : 1 fellows
From the year 2025 (Until 2027) : 1 fellows, From the year 2026 (Until 2028) : 1 fellows

(7) Inputs from the Bhutan Side

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

(8) Qualifications

- 1) Nationality: Citizens of Bhutan
- 2) Age: 39 or younger as of April 1st in the year of dispatch
- 3) Academic Background:
 - Holder of a bachelor's degree from universities authorized by the Royal Government of Bhutan
 - Has a good command of both written and spoken English
- 4) Work Experience:
 - Has 2 years or more of work experiences under the same Parent Agency at the time of application to RCSC (such experiences shall be related to applying Sub-Program/Component)
- 5) Eligible Officers:
 - Must be a Government regular(permanent) employee who are in Professional & Management Category (PMC)
 - Must belong to the listed Super Structure and MOG
 - ✓ Technical Service*
 - ✓ Administration Service
 - ✓ Finance Service
 - *Those who belong to the Technical Service must be in one of the Major Occupational Groups (MOG) listed below:
 - ✓ Agriculture and Livestock Service Group
 - ✓ Forestry and Environment Protection Services Group
- 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
 - ✓ Has already obtained a master's or higher degree
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

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

Basic Information of Target Priority Area (Sub Program)

1. Country: Kingdom of Bhutan
2. Target Priority (Sub-Program) Area: Building a Strong Base for Sustained Economic Growth
3. Operating Committee:
 Bhutan Side: Royal Civil Service Commission(RCSC), Gross National Happiness Commission(GNHC), Ministry of Foreign Affairs(MoFA)
 Japanese Side: Embassy of Japan, JICA Bhutan Office

Itemized Table 2-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Building a Strong Base for Sustained Economic Growth
2. Component: Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth
3. Target Organization: See Design of JDS Project in Bhutan

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

Bhutan, where the majority of the land is mountainous, is highly vulnerable to frequent disasters such as floods and landslides. In addition to strengthening disaster risk management in terms of institutions and organizations, Bhutan needs to increase the resilience of its core infrastructure to disasters. Bhutan is the only carbon-negative country in the world, with 70% of its land covered by forests, and its rich ecosystem is the basis for major industries such as agriculture, hydroelectric power generation, and tourism. At the same time, there is a concern that heavy rains and glacial lake outburst floods caused by abnormal weather will increase disaster damage. As Bhutan is highly vulnerable to climate change, it is essential to continue to take appropriate adaptation and mitigation measures in order to achieve a sustainable society. In addition, since the major earthquake in Nepal in 2015, Bhutan has also been pointed out to be at risk of seismic disasters, and it is necessary to prepare for this.

In the construction industry, migrant workers from India are disappearing due to the border closure caused by the COVID-19, while migrant workers returning from overseas are unemployed, creating a mismatch between the supply and demand in the labor market. Appropriate human resource development, including support for the building the systems to improve safety management at construction and engineering sites, is needed. As the population continues to move from rural to urban areas and urbanization continues, there are concerns about negative impacts on the natural environment due to poorly planned development and inappropriate waste disposal. Well-planned urban development and appropriate environmental measures in urban areas are required to preserve not only the urban environment but also the natural environment.

(3) Japan's ODA Policy and Achievement (including Kingdom of Bhutan)

In the "Japan's Country Assistance Policy for the Kingdom of Bhutan" (as May, 2015) and "Rolling Plan" (as April, 2018), "Assistance for self-reliant and sustainable nation building with a good balance of rural and urban areas" is determined as Major Target for policy of assistance for Bhutan. Under the major target, "Reduction of Vulnerability" and "Sustainable Economic Growth" are set as the priority assistance fields.

In “Countermeasures for Environmental Issues and Climate Change” and “Improvement of Standard of Living in rural Areas” which are categorized as Development Issue under these priority assistance fields, “Climate Change Countermeasure and Disaster Risk Management Program” and “Rural Basic Infrastructure Development Program” are implemented.

Japan has supported Bhutan's effort for environmental issues, which is one of the priority policies of Bhutan, by providing assistance for solving urban environmental problems. Assistance is required for urban environmental issues including waste and wastewater treatment and traffic congestion due to deteriorating urban environment as a result of economic development and rapid population flow into urban areas. Japan and Bhutan are both mountainous countries and receive a lot of rain. As both countries have common natural conditions, Japan's knowledge and experience on comprehensive measures, including countermeasures for flash flood and land use, can be utilized. Japan has provided assistance to Bhutan to incorporate the perspective of disaster risk reduction into development through disaster countermeasures for glacier lake outburst flood, cyclone, etc.

Relevant Projects and Training Programs of JICA Bhutan Office:

Technical Cooperation

- Project for the Formulation of Southern Central Regional Plan
- Project for Promotion of Utilization of Geospatial Information through Development of National Spatial Data Infrastructure
- Project for Enhancement of National Disaster Management Capacity
- Project for Evaluation and Mitigation of Seismic Risk For Composite Masonry Buildings
- Project for Development of Business Continuity Plan (BCP) for Disaster Control
- Project for Capacity Development on Countermeasures of Slope Disaster on Roads
- Project for Capacity Enhancement of Meteorological Observation, Forecasting and Flood Warning, for Disaster Preparedness and Response in Thimphu and Paro River Basins

Grant Aid

- Project for Building the Disaster Resilient Emergency Mobile Network
- Project for Making Digital Topographic Map
- Project for Improving Solid Waste Management

Grant Assistance for Grass-Roots Human Security Projects

Verification Survey with the Private Sector for Disseminating Japanese Technologies for Small scale sewerage system with energy-saving technology (named Dojo-Joka System)

Public-Private Partnership

SDGs Business Verification Survey with the Private Sector for Road-Side Slope Disasters Countermeasure Technologies and Methods

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 Bhutan.

(2) Project Design

1) Overall goal
To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of policies related to disaster risk management, environmental issues, and infrastructure development.
2) Project purpose
To ensure that government officials, who are engaged in formulation and implementation of policies related to disaster risk management, environmental issues, and infrastructure development.

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

Graduate School of Environmental Studies and Graduate School of Engineering, Nagoya University
2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Graduate School of Environmental Studies and Graduate School of Engineering, Nagoya University

Target	Contents/ Programs to achieve target
1) During study in Japan	
Developing "T-shaped" human resource who has wide range perspectives and deep expertise	<p>The infrastructure development must be consistent with environment, happiness and sustainability of the society. Therefore, the program will be based on the 'T-shaped' human resource development policy which enable JDS Fellows to obtain wide range perspective and deep expertise.</p> <p>JDS Fellows will receive intensive instructions by academic advisors specialized in civil engineering and environmental engineering. In addition, the program consists of a comprehensive curriculum through which Fellows will be able to propose and implement concrete solutions toward problems related to both infrastructure development and environmental issues including climate change, water and waste management and so on.</p>
Learning basic knowledge and skills as a leader	In order to become leading policymakers, JDS Fellows are required to retain international communication skills and good understanding toward important concept regarding urban infrastructure development and conservation of environment in a broad context. The courses such as English Communication in Environmental Issues, Sustainability and Environmental Studies, and Civil

	Engineering and Policies for Developing Countries provide essential knowledge and skills as a leader.
Learning applications of the advanced technology and knowledge to developing country through research-oriented internship	In order to explore how the advance knowledge and technologies, which have been acquired from course works, can be applied to solve actual issues in developing countries, research-oriented internship in private companies and international organization in the Nagoya-Chubu region and/or oversea site will be implemented.
Learning practical knowledge and insights	Following programs are provided as Common Programs for practical knowledge and insights. 1) Domestic study tours 2) Overseas study tours Considering the major of each student, following program is optionally given as a Field-specific Program. 3) N2U-BRIDGE Program (Maintenance and management of bridges)
2) After return	
	The faculty members of this program regularly visit to hold international research seminars and conduct study tours in the graduates' home countries to interact with returning students and build a close network with the returned fellows. In addition, the alumni association of civil engineering, which is set up across the Graduate School of Environmental Studies and the Graduate School of Engineering, continuously disseminates information to graduates through newsletters in English.

(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 2 fellows × 4 years = 8 fellows
From the year 2023 (Until 2025) : 2 fellows, From the year 2024 (Until 2026) : 2 fellows
From the year 2025 (Until 2027) : 2 fellows, From the year 2026 (Until 2028) : 2 fellows

(7) Inputs from the Bhutan Side

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

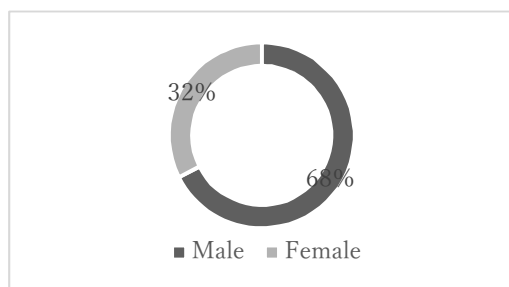
(8) Qualifications

- 1) Nationality: Citizens of Bhutan
- 2) Age: 39 or younger as of April 1st in the year of dispatch
- 3) Academic Background:
 - Holder of a bachelor's degree from universities authorized by the Royal Government of Bhutan
 - Has a good command of both written and spoken English (IELTS6.0 or above)
- 4) Work Experience:
 - Has 2 years or more of work experiences under the same Parent Agency at the time of application to RCSC (such experiences shall be related to applying Sub-Program/Component)
- 5) Eligible Officers:
 - Must be a Government regular(permanent) employee who are in Professional & Management Category (PMC)
 - Must belong to the listed Super Structure
 - ✓ Architectural, Engineering and Land Services Group under Technical Service
 - ✓ Administration Service
 - ✓ Finance Service
- 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
 - ✓ Has already obtained a master's or higher degree
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

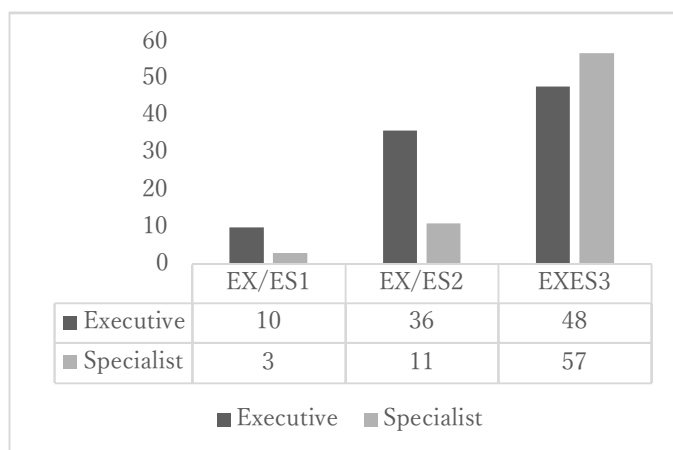
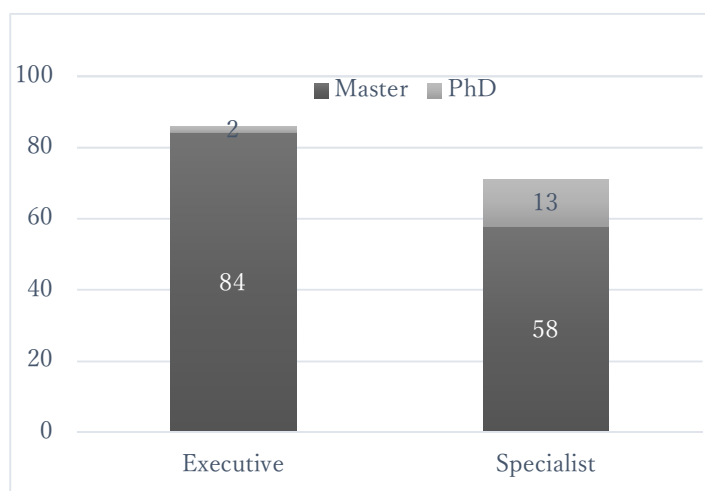
Summary of the Result of Supplementary Survey on Target Organizations

Responding organizations to survey questionnaire distributed

Sl. no	Nature of the organization	Number	Organization name
1.	Ministry	10	<ul style="list-style-type: none"> • Ministry of Foreign Affairs • Ministry of Finance • Ministry of Economic Affairs • Ministry of Information & Communication • Ministry of Education • Ministry of Home and Culture Affairs • Ministry of Labour and Human Resources • Ministry of Work and Human Settlement • Ministry of Agriculture and Forest • Ministry of Health
2.	Constitutional office	2	<ul style="list-style-type: none"> • Royal Civil Service Commission • Anti-Corruption Commission
3.	Autonomous agency	4	<ul style="list-style-type: none"> • Gross National Happiness Commission • National Commission for Women and Children • Construction Development Board • National Center for Hydrology and Meteorology • Royal Audit Authority
4.	Thromde	3	<ul style="list-style-type: none"> • Thimphu • Phuntsholing • Gelephu
5.	Dzongkhag	8	<ul style="list-style-type: none"> • Haa • Sarpang • Trongsa • Bumthang • Zhemgang • Tashigang • Gasa • Lhuentse

Results:**1. Number of Professional & Management Category (PMC) Officials:***Figure 1: Proportion of PMC Officials as per gender**Table 1: Age distribution of PMC officials*

Under 24	24-39	Over 39
2 percent	63 percent	35 percent

2. Number of Executive & Specialist Category (ESC) Officials*Figure 2: Distribution of the ESC officials at various level**Figure 3: Educational Qualification of ESC Officials*

3. Need for JDS Program

Table 2: 1st Priority Area as preferred by the organizations

	Frequency	Percent	Valid Percent
Economic Development	6	21.4	22.2
Public Policy/Administration	11	39.3	40.7
Agriculture & Rural Development	3	10.7	11.1
Infrastructure/Climate Change/Disaster Risk Management	7	25	25.9
Total	27	96.4	100

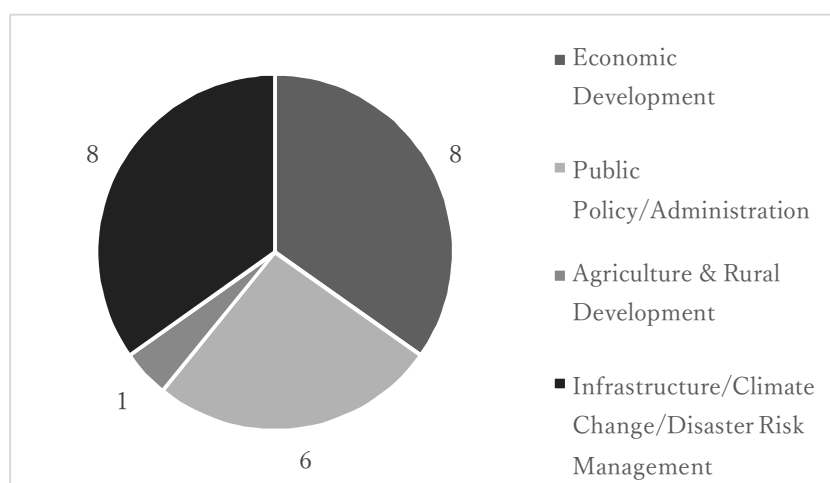


Figure 4: 2nd priority area as preferred by the organizations

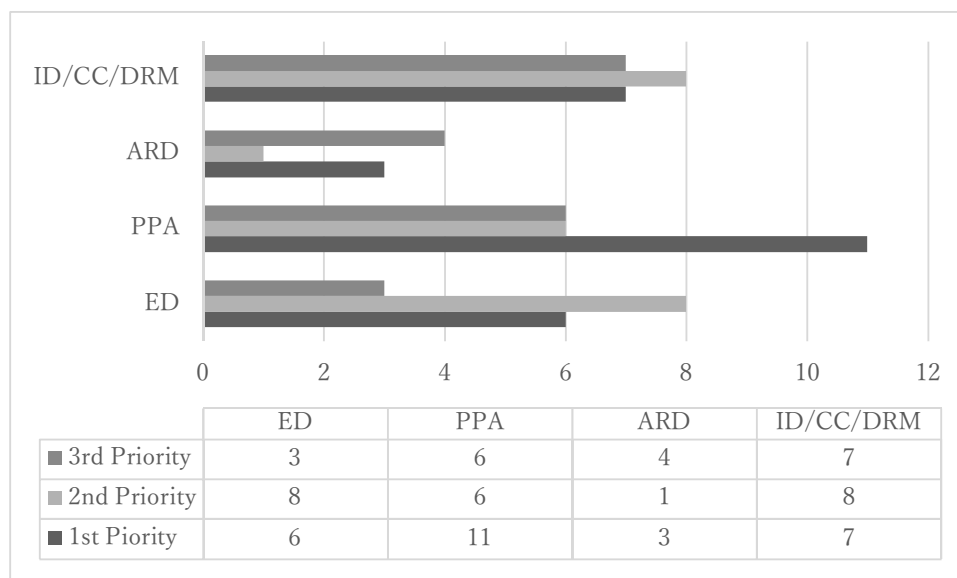


Figure 5: Priority areas identified by the organizations

4. Relation between Master's Degree and Promotion

Table 3: Is Master's degree necessary for job promotion for officers belonging to P & M Category or above level in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	53.6	55.6	55.6
	No	12	42.9	44.4	100
	Total	27	96.4	100	
Missing	System	1	3.6		
Total		28	100		

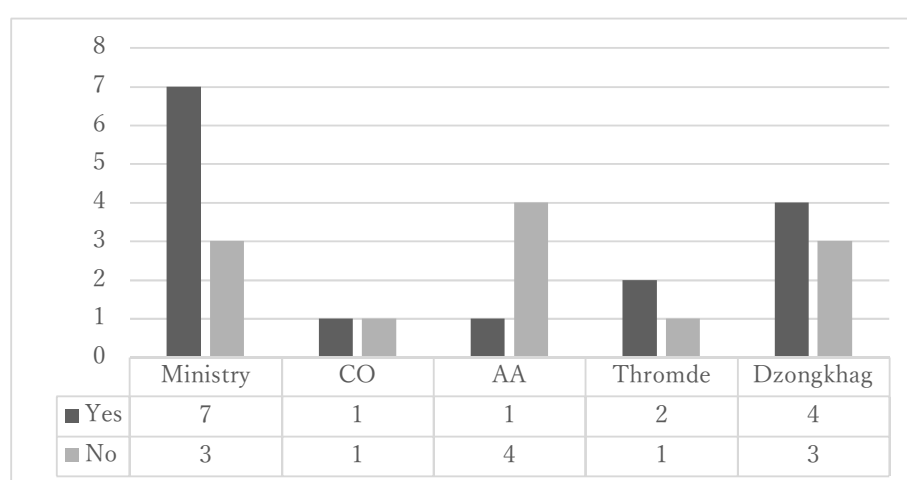


Figure 6: Level of agreement by nature of organization on Master's degree being necessary for PMC officials for promotion