

Islamic Republic of Pakistan  
Ministry of Economic Affairs

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

**FINAL REPORT**

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**Japan International Cooperation Agency (JICA)**

**Japan International Cooperation Center (JICE)**

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## SUMMARY

### 1. Summary of the Preparatory Survey

#### (1) Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. JDS has later been introduced to other countries as well, and has accepted 5,410 fellows from a total of 21 countries since the first intake of fellows in FY 2000 up to FY 2021<sup>1</sup>.

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 in master’s program 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 h 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.

Islamic Republic of Pakistan (hereinafter referred to as “Pakistan”) has been one of the target countries since 2017, with 68 JDS fellows selected from FY2018 until 2021. Acceptance of JDS fellows in FY2021 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 Pakistan, relevant JICA programs, etc. in the formulation of the project based upon the needs of the Federal Government of Pakistan.

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<sup>1</sup> JDS fellows who have not been able to come to Japan due to the spread of the new coronavirus (COVID-19) infection is included.

## (2) Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Pakistan and needs for human resource development, and formulate a framework for 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.

## (3) Method of the Survey

A part of the Preparatory Survey, the field survey in Pakistan has been conducted in December 2021.

- December 2021: Field survey
  - Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy for Pakistan and development needs of Pakistan
  - Confirming the implementation structure of the project
  - Selecting host 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

## (4) Results of the Survey

### ① Project Design

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

## The Framework of the JDS Project in Pakistan (dispatch from FY 2023 to 2026)

Sub-Program	Component	University	Graduate School	Slot
1. Improvement of Economic Infrastructure and Human Security	1-1 Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)	International University of Japan	Graduate School of International Relations	5
		Meiji University	Graduate School of Governance Studies	2
		Ritsumeikan University	Graduate School of Economics	2
	1-2 Enhancement of Industrial Promotion and Investment Climate	International University of Japan	Graduate School of International Management	2
		Ritsumeikan University	Graduate School of Policy Science	2
	1-3 Enhancement of Energy Policy and Response to Climate Change Studies)	Hiroshima University	Graduate School of Humanities and Social Sciences	2
		Nagoya University	Graduate School of Environmental Studies (Conducted in strong collaboration with the Graduate School of Engineering)	1
	1-4 Enhancement of Agribusiness and Food Security	Hiroshima University	Graduate School of Humanities and Social Sciences	1

### ② Number of People Accepted

The survey team were able to confirm the high need for master's program dispatch by the target organizations, but some components of the current phase (implemented from FY2018 to FY2021 (dispatch from FY2019)) did not ensure sufficient competition in terms of application results. Based on the situation, the committee concluded that it is appropriate for the master's program to have 17 applicants, one fewer than 18 in the current phase.

As for doctoral program, the field survey revealed that the target organizations encourage their officers to obtain a doctoral degree to strengthen their expertise, although it is not a prerequisite for promotion, and the survey team also confirmed the need for doctoral program. In particular, officers in the Economists and Planners group (hereinafter referred to as “Economists group”) belonging to the Ministry of Planning, Development, and Special Initiatives (hereinafter referred to as “Ministry of Planning”), which has dispatched their officers to JDS (master’s program) in the past, need a high level of expertise in economics and related fields. Among officers in the Economists group, who are in charge of development projects in ministries/divisions in the federal government, doctoral degree holders tend to be assigned to higher positions after obtaining a doctoral degree. In fact, two of the four Joint Chief Economist/Economic Advisor (BPS 21) of the Economists group hold doctoral degrees (in Economics).

Doctoral degree holders are generally qualified to teach at some higher education-related

institutions, and if JDS returned doctoral degree holders are appointed as instructors at the Civil Service Academy (an academy where newly employed officers who have passed the Central Superior Service (CSS) examination attend for trainings before joining the Ministry), they can be expected to indirectly serve as a bridge between Pakistan and Japan by sharing their experiences in Japan with future secretaries.

Furthermore, as the number of JDS returned fellows (master's program) increases among officers in the Federal Government of Pakistan, the number of those who wish to study in the JDS doctoral program is expected to increase, too. In fact, at least four of the JDS returned fellows from the first batch of the current phase have expressed their interest in studying in the JDS doctoral program. Therefore, although the number of applicants was low in the current phase, it is very significant to maintain a pool of JDS returned fellows (doctoral degree), and we have concluded that it is appropriate to reduce the number of applicants from two in the current phase to one.

It was agreed that a total of 18 students (17 master's degree students and one doctoral student) would be accepted, based on the above-mentioned factors.

### ③ Components, Research themes

In order to further strengthen human resource development in the field of public policy and finance, the number of slots in Component 1-1 "Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)" was significantly expanded from four in the current phase to nine slots accepted. In addition, the four slots in the current phase were maintained for Component 1-2 (1-3 in the current phase), "Enhancement of Industrial Promotion and Investment Climate" which was found to be in high demand based on interviews with key ministries.

On the other hand, Component 1-3, "Enhancement of Energy Policy and Response to Climate Change" (1-2 "Energy Policy" in the current phase), for which the number of potential candidates is low, was integrated with Component 2-1, "Disaster Management" in the current phase, resulting in the acceptance of a total of three slots. Similarly, Component 1-4 "Enhancement of Agribusiness and Food Security" (1-4 "Agriculture, Water Resources, Rural Development" in the current phase), was reduced in the next phase with one slot which has a small number of potential candidates.

### ④ Target Organizations

As in the current phase, agreement has been reached with the Pakistan side to target all officers Basic Pay Scale (BPS) 17 and above in the ministries/divisions of the Federal Government who meet the eligibility requirements, rather than being limited to specific target organizations, with the aim of attracting as many highly qualified officers as possible to apply. However, for the purpose of strategic recruitment activities, important organizations are

envisaged/ encouraged to apply on a component-by-component basis.

It is also clear that some ministries/divisions have attached departments or subordinate offices under their umbrella, and officers are repeatedly transferred to such attached organizations. Therefore, officers working for such attached organizations will be still eligible for the next phase. On the other hand, autonomous bodies, semi-autonomous bodies and corporate bodies have different recruitment and salary systems from those of federal government officers, and there is rare possibility for them to hold positions at the core of ministries to influence policy making in the future. Therefore, they have been excluded since the recruitment and selection process for the fourth batch of the current phase, and it was agreed that they will be continuously excluded in the next.

⑤ The Operating Committee

Regarding the structure of the Operating Committee, it was agreed that, in accordance with “Operating Guidelines of the Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS)”, members on the Pakistan side are the Ministry of Economic Affairs as Chair and JICA Pakistan Office as Co-Chair, three organizations on the Pakistan side (Ministry of Economic Affairs, Establishment Division, Ministry of Foreign Affairs) and two organizations on the Japan side (JICA Pakistan Office, Embassy of Japan in Pakistan).

**Operating Committee Members**

Country	Position	Members
Pakistan side	Chair	Economic Affairs Division, Ministry of Economic Affairs
	Member	Establishment Division
	Member	Ministry of Foreign Affairs
Japan side	Co-Chair	JICA Pakistan Office
	Member	Embassy of Japan in Pakistan

(5) Evaluation of Relevance of the JDS Project

Based on the development plan of Pakistan and the current situation and issues of the concerned sectors, the consistency between JDS and the development plan of Pakistan was analyzed. In "Country Development Cooperation Policy for the Islamic Republic of Pakistan" of Japan (February 2018), "Building a stable and sustainable society through expanding a vibrant middle class" as the Basic Policy, it has been formulated for “Improvement of economic infrastructure”, “Ensuring human security and improvement of social infrastructure” and "Consolidating peace and stability" as Priority Areas. Development issues and cooperation programs has been also set based on each Priority Area. The main target organizations are regarded as projects to develop core human resources in regulatory ministries/divisions that have jurisdiction over each field in response to each of development issues, in line with the cooperation policies of Japan and JICA.

JICA Country Analysis Paper (March 2014) also analyzes the importance of achieving industrial diversification and high value-adding, and supporting social stability as a prerequisite for building a foundation that enables social stability and a platform for effectively utilizing the country's human resources. JDS project is also in line with the priority cluster "Capacity Building of Civil Servants and Public Human Resources" in the "Global Agenda: 12. Governance".

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

## **2. Issues and Recommendations**

Issues and recommendations obtained in this survey are as follows.

- (1) Initiatives with a focus on diplomatic effects and strengthening bilateral relations
- ① Project design with a focus on diplomatic effects and strengthening bilateral relations

In the recent environment surrounding ODA, there is a need to implement projects that not only help target countries solve their development problems, but also consider Japan's national interests. In the JDS project, when JDS fellows return to their home countries and contribute to policy-making on economic and social development in their home countries, they are expected to make decisions and judgments that are more favorable to Japan. Against this background, the framework of the JDS project in Pakistan has increased the number of slots in the public policy field from 4 in the current phase to 9, targeting ministries/divisions that play a particularly important role in policy formulation and implementation. As a result, it is expected that more JDS fellows will be dispatched from key ministries that contribute to Japan's politics and economy. In addition, an item on "potential contribution to strengthening bilateral relations" has been added to the evaluation indicators on the application and on the interview evaluation sheet.

New phase of the JDS project will be implemented from August 2022, it is important to make the JDS more consistent with its objectives, such as strengthening bilateral relations, by annually reviewing and improving areas that can be improved even during the four-year phase, while verifying the appropriateness and effectiveness of the entire framework, including the appropriateness of the target organizations, in light of the objectives of the JDS.

② Initiative in project operations with a focus on diplomatic effects and strengthening bilateral relations

In order to make JDS fellows true partners of Japan, it is essential to devise ways to keep them feeling good about Japan and to lead them to become pro-Japanese. Therefore, we will consider not only the selection of the JDS applicants, but also effective input to the JDS fellows during their stay in Japan through value-added programs such as joint programs, multilayered networking with Japanese government officers, and follow-up to strengthen and continue relations with Japan after they return home. We propose the following three specific initiatives for this purpose.

(i) Cooperation with JICA officers (staff in the Pakistan Office, experts, etc.)

In order to further deepen collaboration with other ODA projects, we propose that, with the cooperation of the JICA Pakistan Office, explanatory meetings be held for experts dispatched to target ministries/divisions, and that opportunities be provided for the implementing agent to provide information on the JDS when JICA experts are appointed. This will ensure that JICA Pakistan Office staff and experts are thoroughly informed of the project, and as a result, it is expected that JDS applications will be more focused on qualified candidates than ever before through JICA officers.

(ii) Cooperation with Japanese residents in Pakistan (Japanese companies and organizations)

In order to make the most of the exchanges by the private sector in the business community, which has led the bilateral economic ties in the past, in the JDS project, we propose collaboration with the Japanese Chamber of Commerce and Industry in Islamabad and other Japanese residents (Japanese companies and organizations). For example, we will consider follow-up to strengthen and continue relations with Japan through regular exchange events with member companies of the Japanese Chamber Commerce in Islamabad and presentations by the JDS fellows after return to their home countries. This will create an environment where information within the Federal Government will be more easily accessible to Japanese companies, which is expected to have various side effects such as inducing further investment in Pakistan and new Japanese companies to enter the country.

(iii) Initiative for the JDS fellows staying in Japan

In order to further promote initiatives that can be expected to add value in addition to academic studies at the host university, we propose that the program continue to provide value-added programs such as joint programs, exchange meetings with the Japanese administrative officers, and training opportunities through the JICA Development Studies Program (JICA-DSP). These value-added programs are expected to differentiate JDS from other scholarships by not only improving the abilities of JDS fellows, but also building relationships between administrative officers in both countries, which is the basis for good bilateral relations.



In addition, it is important to support the acquisition of Japanese language skills, as JDS fellows who have mastered the Japanese language will be unique human resources who can be expected to contribute to the strengthening of bilateral relations after returning to their home countries. Therefore, we would like to propose, for example, an initiative to support the JDS fellows in taking the Japanese Language Proficiency Test (JLPT) in order to encourage and motivate them to study Japanese on their own initiative. At the same time, we also propose internships, home stays, and Japanese cultural exchange activities at Japanese governmental organizations and companies, etc., to provide opportunities for students to have access to Japanese language skills.

(2) Securing highly qualified candidates from central ministries/divisions continuously

① Recruitment and selection of "9" slots in Component "1-1. Public Administration and Finance"

As mentioned above, it has been decided to increase the number of slots available in the public policy field from four in the current phase to nine. Therefore, for the component "1-1. Public Policy and Finance," which has a large quota of "9," we propose, instead of simply collecting applicants, to produce candidates who are excellent and more consistent with the objectives of the JDS project without bias. The large quota of "9" should be effectively allocated for the officers who are expected to have greater potential for advancing positions that are more deeply involved in decision-making in policy-making in the country. They are also more likely to be officers who, upon promotion, will contribute to the strengthening of future bilateral relations. It goes without saying, however, that the fairness of the recruitment and selection process will be strictly maintained.

② Gender Balance

Women are underrepresented in JDS projects in Pakistan. Through interviews with the Aurat Foundation, one of the country's major organizations working for gender equality and an NGO that often collaborates with the Federal Government of Pakistan on policy proposals, this study confirmed their willingness to cooperate in the JDS project. In light of this, one possible measure to increase the number of female applicants would be to ask the foundation for its cooperation in holding recruitment briefings for potential female candidates only, using online and other means.

In addition, since female JDS returned fellows will be continuously produced in the future, we would like to consider forming a network of female civil servants led by female JDS returned fellows in Pakistan, with advice from the foundation.

### (3) Other issues and recommendations

#### ① Measures for follow-up after return home countries

In order to facilitate continuous follow-up and link such activities to the project outcome of "strengthening the partnership between Japan and Pakistan," it is necessary to raise pro-Japanese awareness of Japan during their stay in Japan and motivate them to maintain their relationship with Japan after returning home countries. In the follow-up after the return to Japan, it is important to strive to achieve higher project results by implementing measures to maintain and develop the pro-Japan awareness that was raised during the stay in Japan, and it is also important to create a mechanism such as the formation of voluntary alumni associations of the JDS returned fellows.

#### ② Use of digital tools

In order to solve issues that were difficult to solve with conventional approaches amid the impact of the new coronavirus (COVID-19) infection, JDS has been implementing its operations through the use of digital technology, including online recruitment briefings and the distribution of video content introducing the JDS project on the JDS website. When implementing the project from August 2022, it is important to fully utilize these digital tools and to use them for data acquisition and analysis, while taking advantage of the benefits of the traditional face-to-face operation method. This hybrid approach will make it possible to propose more effective methods of attracting applicants, establish more detailed communication methods with the JDS fellows, and plan exchange events with the Japanese government officers, etc., and is expected to promote initiatives that will increase the JDS fellows' satisfaction and the added value of JDS.

#### ③ The influence of COVID-19

It is not possible to predict at this time how COVID-19 infection will affect the number of applicants and the JDS fellows in FY2022. As the number of foreign visitors to Japan is expected to increase due to the relaxation of Japan's waterfront measures, it is necessary to continue to pay attention to the impact of COVID-19 while gathering information on reactions to study abroad among donors and within the Japanese government.

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## LIST OF ABBREVIATIONS

Abbreviation	Description
ADB	Asian Development Bank
BPS	Basic Pay Scale
CPEC	China Pakistan Economic Corridor
CSS	Central Superior Services
E/N	Exchange of Note
FPSC	Federal Public Service Commission
FTC	Foreign Training Committee
FY	Fiscal Year (in Japan)
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
IELTS	International English Language Testing System
IMF	International Monetary Fund
JDS	Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
JOCV	Japan Overseas Cooperation Volunteers
KOICA	Korea International Cooperation Agency
MEXT	Ministry of Education, Culture, Sports, Science and Technology
EAD	Economic Affairs Division, Ministry of Economic Affairs
NGO	NonGovernmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
SAARC	South Asian Association for Regional Cooperation
SDGs	Sustainable Development Goals
SNS	Social Networking Services
UNDP	United Nations Development Programme
YLP	Young Leader's Program

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

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

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

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid project 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 Doctoral. 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 FY2000 up to FY2021.

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 FY2012, to Nepal in FY2016, to Bhutan, Pakistan, and East Timor in FY2019 and to Maldives, Kenya and El Salvador in FY2021. At present, the project has 19 target countries<sup>2</sup>. Indonesia left the JDS project, which was conducted by JICA in FY2006, 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 FY2012<sup>3</sup>.

**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	20	25	25	25	20	20	19	20	20	20	20	22	22	22	22	22	22	464
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	26	496
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	62	63	61	63	763
5. Mongolia			20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	22	22	22	22	16	384
6. Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	30	33	33	32	33	459
7. Myanmar		14	19	20	20	30	30	30	30	30	22	22	22	22	44	44	48	48	48	48	48	43	648
8. China				42	43	41	43	47	47	48	45	39	35	-	-	-	-	-	-	-	-	-	430
9. Philippines				19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	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	17	17	17	17	17	188
14. Ghana													5	5	5	10	10	10	10	10	13	13	91
15. Nepal																		20	20	20	20	21	123
16. Timor-Leste																					8	8	24
17. Pakistan																					17	16	51
18. Bhutan																					10	10	29
19. Maldives																							6
20. Kenya																							10
21. El Salvador																							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

<sup>2</sup> Since the JDS project in Senegal will begin in FY2022, the number of countries will be 20 by the end of FY2022.

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

At first, intake plans for the various academic fields were made each year and human resources from both public and private sectors were accepted. Since FY2009, 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 host 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 host university for four years, the system plans to form networks between related organization in the target countries and Japanese host universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

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

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the target countries<sup>4</sup>, and proposed future project enforcement policies and strategies. In the FY2019 basic research, the average degree recipient rate of JDS fellows (master’s program) 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 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 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.

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<sup>4</sup> The JDS basic research in FY2014 was conducted in 11 countries except Ghana, which was excluded because its first JDS fellows had only just returned to the country. The FY2019 basic research was conducted in 13 countries. East Timor, Pakistan and Bhutan were excluded because they did not have any JDS graduated fellows.

**Table 2 Recommendations from JICA Basic Research 2019** <sup>5</sup>

<b>Recommendation</b>	<b>Specific measure</b>	
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

### 1-1-3. Current Situation and Issues of the JDS project in Pakistan

#### (1) Outcome from the start of JDS to FY2020

##### 1) Achievements of the acceptance

In Pakistan, the JDS project was launched in FY 2018 for senior civil servants<sup>6</sup> (officers with a Basic Pay Scale (BPS) 17 or above) who belong to the Federal Government (central government) and are expected to play an important role in core government organizations in the future. From FY 2019, when the 1st batch of fellows arrived in Japan, to May 2022, Pakistan dispatched 50 fellows to the master's program and one to the doctoral program in Japan. Since all of them have received master's degrees, the rate of fellows who have completed master's degrees is 100%. Thus, it can be said that one of the JDS project goals, which is the acquisition of knowledge in specialized sectors, has been largely achieved.

Syeda Adela Bokhari (formerly studied in Japan), former Joint Secretary of the Ministry of Economic Affairs, which is the implementing agent of the JDS, informed all ministries/divisions and target organizations about the JDS, and expressed her gratitude for the implementation of the JDS at the Operating Committee meetings. As a scholarship program for young civil servants of the Federal Government of Pakistan, the JDS has been recognized within the Government. In this survey, the JDS is highly valued by the Establishment Division, the Ministry of Energy, and other

<sup>5</sup> Japan International Cooperation Agency (JICA)/International Development Center of Japan (IDCJ), "JICA Basic Study: Evaluation of Effectiveness on the JDS project 2019". Based on "7-2 Policy to be taken by the JDS project in the future" (pp. 108-110), the JDS survey team prepared this table.

<sup>6</sup> Civil servants in the Federal Government of Pakistan are classified as "Cadre" and "Ex-Cadre" (technical officers). Cadre is equivalent to the national civil service career track in Japan.

relevant government agencies. They say that they appreciate training programs at overseas higher educational institutions targeting civil servants of the Federal Government. It was confirmed that the JDS had received high marks within the Government despite only about four years having passed since the launch of the project.

2) Promotion and transfer after returning

As for JDS returned fellows in Pakistan, the 1st batch of fellows just returned in the summer of 2021, and therefore they have not yet achieved significant success. In Pakistan, a seniority-based personnel system has been adopted, so it is common for officers to be promoted after working for a certain period in the government. Therefore, although officers are not usually promoted to high levels immediately after returning to Pakistan, some officers have been promoted to Deputy Secretary of the Ministry of Commerce, such as Ms. Mushtaq Shazia, who was a fellow of the 1st batch (completed the course at International University of Japan). On the other hand, such as Mr. Nabi Noor (completed the course at International University of Japan) as an officer who belongs to the Auditor General of Pakistan, there are officers who have been successfully selected to transfer to the Ministry of Foreign Affairs, because his experience of studying in Japan through JDS, his experience of living abroad, and his high level of cross-cultural understanding were favorably evaluated within the government, in his own request for a transfer to the Ministry of Foreign Affairs..

**Table 3 Major JDS Returned fellows who promoted to Deputy Secretary level and above (as of May 2022)**

	Batch	Name	Workplace	Current Position
1	1 <sup>st</sup> Batch	Mr. KHOSA Zaigham Ullah	Auditor General of Pakistan	<b>Deputy Financial Advisor</b>
2		Ms. MUSHTAQ Shazia	Ministry of Commerce	<b>Deputy Secretary</b>

(2) Issues from the start of JDS to FY2021

1) Continuing to secure the appropriate number of applicants and excellent candidates from the Federal Government

In recent years, competition for fellows and students has intensified, which makes it difficult to continue securing excellent candidates from the Federal Government. In addition, it is expected that it will be more difficult to continue securing excellent candidates in the future because online classes are being developed due to the spread of the COVID-19, making it easier to access educational contents from around the world and because of the anxiety of studying abroad.

The basic research conducted in FY2019 pointed out that the decrease in the number of applicants for the JDS and the increase in applicants who declined to participate in the JDS have become more pronounced in recent years due to factors such as the amount of the scholarship, the number of slots for the scholarship, the long term selection and the period of study. In addition, the number of target institutions and personnel of the central government is limited in



decentralized sectors such as agriculture and rural community, and strengthening disaster management capacity. As a result, the competitive ratio for the development issues of the current phase, "1-2 Energy Policy," "1-4 Agriculture, Water Resources, and Rural Development," and "2-1 Strengthening Disaster Management Capacity," is three times or less. There are some universities that do not meet the quota and have a vacancy. There are problems in continuously securing the appropriate number of applicants and excellent candidates from the Federal Government. In particular, it is necessary to continuously examine effective recruitment and selection methods in order to solve these problems. The competitive ratio for the current phase is shown in the table below.

**Table 4 Average ratio of successful candidates by component in the current phase**

Sub-Program	Component	Slot	No. of Applicants				Ratio (Average)
			2018	2019	2020	2021	
1. Improvement of Economic Infrastructure	1-1.Enhancement of Public Administration and Finance	4	19	26	14	16	4.69
	1-2.Enhancement of Energy Policy	3	10	5	7	4	2.17
	1-3.Enhancement of Industrial Promotion and Investment Climate	4	14	14	8	15	3.19
	1-4.Enhancement of Agriculture, Water Resources and Rural Development	4	8	7	5	6	1.63
2. Ensuring Human Security and Improvement of Social Infrastructure	2-1.Strengthening Disaster Management Capacity	3	4	6	5	5	1.67
<b>Total</b>		<b>18</b>	<b>55</b>	<b>58</b>	<b>39</b>	<b>46</b>	<b>2.75</b>

## 2) Number of fellows in doctoral program

From Pakistan, although a maximum of two fellows can be dispatched to the doctoral program each year, only one fellow was dispatched in three years. We look for applicants mainly from former Japanese government-sponsored students (master's degree holders). Since the 4th batch, we have expanded the scope of applicants to include those who have published peer-reviewed papers, from the perspective of ensuring quality of the JDS doctoral program, in addition to Japanese scholarship donors and those with master's degrees from OECD member countries. However, the number of applicants has been only one each year on average. It is therefore necessary to consider again the needs for the doctoral program, the appropriate number of slots based on the needs, the impact of the doctoral program on careers, effective recruitment methods for obtaining excellent candidates, and appropriate support for the application process.

### 1-1-4. The Status of Socio-Economy and Higher Education<sup>7</sup>

#### (1) Socio-Economic Situation

The Islamic Republic of Pakistan (hereinafter referred to as "Pakistan") became independent in 1947 from the British Raj. At that time, it was a Muslim-dominant country consisting of West

<sup>7</sup> Ministry of Foreign Affairs in Japan, "Pakistan" (<https://www.mofa.go.jp/region/asia-paci/pakistan/index.html>)

Pakistan and East Pakistan (today Bangladesh). Located in South Asia, Pakistan has the land area of 800,000 km<sup>2</sup> which is almost twice the size of Japan. Pakistan shares borders with India in the east, People’s Republic of China in the northeast, Afghanistan in the northwest, and Iran in the west, and faces the Indian Ocean in the south.

Its population is approximately 220 million (2020), ethnically comprising Punjabis, Sindhis, Pashtuns, Balochi, etc. In addition to Urdu (national language) and English (official language), each ethnic group has its own unique language. Its national religion is Islam, and the other comprises Hindus, Christians, etc.

Pakistan is a federal country consisting of Islamabad capital territory, Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa provinces, and Azad Kashmir.

**Table 5 Pakistan Economic Outlook**

**-GDP:** 263.7 billion USD (2020, World Bank)  
**-GNI per capita:** 4,710 USD (2020, World Bank)  
**-GDP growth:** 3.9% (JETRO World Trade and Investment Trends Series 2020/2021)  
**-Major Industry:** Agriculture, Textile Industry

As for recent political developments, on April 10, 2022, Pakistan's first non-confidence motion against the Prime Minister was passed by a majority in the House of Representatives, and Imran Khan, the former Prime Minister, lost his position. Khan had won a landslide victory in the 2018 general election and became prime minister on the back of a good relationship with the country's influential military. After that, however, the economic crisis caused by high inflation and a weak currency, along with the harsh repayment of foreign debt by China's extensive economic concept “Belt and Road Initiative,” are said to have led to the loss of his position. On April 11, 2022, a new prime minister was elected. The current Pakistan Muslim League-Nawaz Sharif (PML-N) leader Shahbaz Sharif, the younger brother of the former prime minister who resigned in 2017, took office. With the inauguration of the new Sharif administration, relations with China are expected to become even closer as the prime minister inherits a pro-China policy of the former prime minister, his elder brother.

In diplomacy, Pakistan, which borders India, China, Afghanistan, and Iran, has long maintained friendly relations with neighboring countries, as well as the United States and other Western countries since the Cold War. At the same time, Pakistan has been focusing on strengthening cooperation with China in response to tensions in India over Kashmir. Relations with Middle Eastern countries are also important. In particular, Pakistan has received package assistance worth six billion dollars from Saudi Arabia since 2018. In his first official visit since taking office, Prime Minister Sharif visited China and confirmed that the two countries would maintain cooperative relations in counterterrorism measures and take leadership together in strengthening regional security and stability.

China has been the leading investor since FY2013. In 2015, a strategic project “Belt and Road Initiative” pledged about 60 billion dollars for the construction of the China-Pakistan Economic Corridor (CPEC)<sup>8</sup>. In Gwadar, a port city in the province of Balochistan, southwest Pakistan, a port, a special economic zone, and an international airport have been constructed with Chinese grant aid. In line with this, China has surpassed the U.S. and the U.K. to become Pakistan's largest trading partner for the sixth consecutive year since 2015. 70 projects are planned under CPEC, including Gwadar Port, and 46 projects, including hydroelectric power plants, highways, etc. across Pakistan are either completed or under construction as of April 2021. The total investment and financing loan amounted to \$25.4 billion<sup>9</sup>. As a result, the infrastructure of domestic power plants has been developed. Meanwhile, it is said that Pakistan's debts and construction delays have become apparent due to corruption issues. In recent years, the financial support has not progressed as planned, partly because of a minor adjustment of the Belt and Road Initiative by China and frequent terrorist attacks targeting Chinese people in Pakistan, including believed to have targeted the Chinese ambassador in April 2021.

As for the economy, the ratio of Pakistan's GDP by sector as of FY2021 consisted of 55.68% in the service industry, 20.09% in the manufacturing industry, and 24.23% in the agriculture, forestry, and fisheries industry<sup>10</sup>. In the service industry, retail and wholesale accounted for the highest percentage, at 18.34%, followed by logistics at 8.94%. In Pakistan, personal consumption accounts for about 80% of GDP and is leading the economy. In FY2020/2021, it increased by 16.8% compared to the previous year<sup>11</sup>. In FY2020/2021, the real GDP growth rate was 3.9%, higher than the previous year, thanks to the government's economic policy despite the COVID-19 pandemic, and exports increased, mainly in textile products, but the trade deficit widened due to a sharp increase in imports due to the rapid economic recovery. In addition, although the Government of Pakistan has strengthened its support for industries, the movement of people across the border has been restricted due to the COVID-19 pandemic, and inward direct investment has been sluggish.

## (2) Situation of Higher Education

Pakistan adopts the same education system as North India. School providing the first five years of primary schooling is generally called “Primary School”, and school providing the subsequent three years of schooling is called “Middle School”. School covering grade 9 and 10 is called “Secondary School”, and school covering grade 11 and 12 is called “Higher Secondary

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<sup>8</sup> Comprehensive development project including transportation and power infrastructure for approximately 3,000 km between the port of Gwadar in southern Pakistan and Kashgar in China's Xinjiang Uygur Autonomous Region.

<sup>9</sup> Kasumigaseki Foreign Service Association, “China-Pakistan Relations” from Pakistan's Perspective” (in Japanese) (<https://www.kasumigasekikai.or.jp/>)

<sup>10</sup> Pakistan Bureau of Statistics, “Sectoral Shares in GDP” ([https://www.pbs.gov.pk/sites/default/files/tables/national\\_accounts/2021-22/Table\\_7b.pdf](https://www.pbs.gov.pk/sites/default/files/tables/national_accounts/2021-22/Table_7b.pdf))

<sup>11</sup> JETRO, “World Trade and Investment Trends Series: Pakistan” (in Japanese) ([https://www.jetro.go.jp/ext\\_images/world/gtir/2021/17.pdf](https://www.jetro.go.jp/ext_images/world/gtir/2021/17.pdf))

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

According to the 2017–2018 statistical data, a total of approximately 1.58 million students enter 186 domestic universities in a year. The breakdown is as follows—1.11 million students to enroll in bachelor’s courses; 343 thousand students to enroll in master’s courses, and 23 thousand students to enroll in doctoral courses<sup>13</sup>. The male/female ratio is 56:44<sup>14</sup>. In Pakistan, the number of years of undergraduate study varies from 3 to 5 years. Therefore, in some cases, it may be less than 16 years of study which is the normal required number of years for admission to a master’s degree program in Japan. The university enrollment rate is approximately 10%.<sup>15</sup>.

At schools in Pakistan, English education starts in grade 1 of the primary schools. Since English is an official language in Pakistan, it is commonly used by the government officers, business people, and intellectuals. Study abroad status of a total of 59,784 Pakistani students at the higher education level also shows that the top three destinations of study abroad are English-speaking countries<sup>16</sup>.

**Table 6 Top ten destination countries of Pakistani students**

	<b>Destination countries</b>	<b>No. of student</b>
1	Australia	12,186
2	United States	7,583
3	United Kingdom	6,549
4	Germany	4,936
5	Malaysia	4,649
6	Kyrgyzstan	3,533
7	Canada	2,475
8	Turkey	2,115
9	Saudi Arabia	2,007
10	South Korea	1,476
27	Japan	227 <sup>17</sup>

<sup>12</sup> Plan International, “Education Systems in the world” (in Japanese) ([https://www.plan-international.jp/supporter/br/pdf/educational\\_system.pdf](https://www.plan-international.jp/supporter/br/pdf/educational_system.pdf))

<sup>13</sup> Higher Education Commission, “University wise Enrollment for year 2017-18” (<https://www.hec.gov.pk/english/services/students/PCD/Documents/Universitywise%20.pdf>)

<sup>14</sup> Higher Education Commission, “Subject wise Enrollment for year 2017-18” (<https://www.hec.gov.pk/english/services/students/PCD/Documents/Subjectwise.pdf>)

<sup>15</sup> UNESCO, (<http://uis.unesco.org/sites/default/files/documents/higher-education-in-asia-expanding-out-expanding-up-2014-en.pdf>)

<sup>16</sup> UNESCO, “Global Flow of Tertiary-Level Students” (<http://uis.unesco.org/en/uis-student-flow>)

<sup>17</sup> This number differs from the number (540) in the JASSO statistics below in section 1-4-2 "Japan’s International Students Programs" but this is due to the difference in the years covered by the two statistics and in the target students.

## 1-1-5. Development Policy

Vision 2025, a medium- to long-term growth strategy approved by the Government of Pakistan in May 2014, gives a direction for growth in three stages by 2025, and sets the goal of achieving the following seven pillars. The three stages are: to become an upper-middle-income country by 2025, to become a world leader in key sectors by 2035, and to become a developed country by 2047<sup>18</sup>. The Government of Pakistan has announced its five-year plans focusing on economic policy since 1955. In the Vision25, the 11th five-year plan (2013-2018) was positioned as a concrete action plan<sup>19</sup>. However, a new five-year plan has not been formulated since the inauguration of the Khan Administration in 2018.

**Table 7 Contents of Vision 2025**

<p><b>(1) Development of human and social capital</b></p> <ul style="list-style-type: none"><li>- Achieve 100% enrollment rate in primary education</li><li>- Increase enrollment rate in higher education from 7% to 12%</li><li>- Increase the percentage of the population with access to public health care from 48% to 90%</li></ul> <p><b>(2) Sustainable and comprehensive growth</b></p> <ul style="list-style-type: none"><li>- Modernize the public sector for efficient and effective citizen services</li><li>- Rank in the top 25 countries in the world in terms of economic scale</li><li>- Increase exports from 25 billion dollars to 150 billion dollars</li></ul> <p><b>(3) Structural reform and modernization of the public sector and improvement of productivity</b></p> <ul style="list-style-type: none"><li>- To be in the top 50% group in the world in the World Bank's Governance Index for political stability, nonviolence/terrorism, and corruption-free</li></ul> <p><b>(4) Energy, water, and food security</b></p> <ul style="list-style-type: none"><li>- Double total power generation to 45,000 MW</li><li>- Increase the electrification rate from 67% to 100%</li><li>- Reduce the percentage of population who cannot afford food from 60% to 30%</li></ul> <p><b>(5) Private-led growth and corporate support</b></p> <ul style="list-style-type: none"><li>- Rank in the top 50 countries in the World Bank's Doing Business</li><li>- Expand foreign private investment to 40 billion dollars</li></ul> <p><b>(6) Knowledge economy through added value</b></p> <ul style="list-style-type: none"><li>- Improve productivity</li><li>- Increase World Bank's Knowledge Economy Index from 2.2 to 4.0</li></ul> <p><b>(7) Modernization of transportation and regional connectivity</b></p> <ul style="list-style-type: none"><li>- Promote a regional trade and commercial hub in Pakistan</li><li>- Expand road per 100 km<sup>2</sup> from 32 km to 64 km</li><li>- Increase the percentage of trains used in distribution from 4% to 20%</li></ul>
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<sup>18</sup> Pakistan Planning Commission, "Vision 2025" (<https://www.pc.gov.pk/uploads/vision2025/Pakistan-Vision-2025.pdf>). International Development Center of Japan "[Report of the Survey on the International Economic Survey Project \(Pakistan: Survey on the Strengthening of Japan-Pakistan Economic Relations\) on the Development of Integrated Domestic and Foreign Economic Growth Strategies in FY 2018](#)" (in Japanese) was also referred.

<sup>19</sup> Pakistan Planning Commission, op.cit., p3.

Apart from the five-year plans, Pakistan announces an annual plan every year. In conjunction with the plan, the Ministry of Planning, Development & Special Initiatives announces the Public Sector Development Programme (PSDP)<sup>20</sup>. The PSDP is regarded as an important policy instrument aimed at achieving sustainable economic growth and socio-economic goals of the government. In particular, in FY2020-2021, it focused on strengthening the health sector and creating economic opportunities as a measure against the COVID-19 pandemic.

In the 2021-2022 edition, government priorities in the PSDP include improving transportation and communications facilities, with an emphasis on interprovincial and regional connectivity; investing in the construction of large-scale dams and water systems; strengthening health infrastructure and service delivery; improving access to higher education; social protection; increasing employment and livelihood opportunities; reducing regional disparities; mitigating the effects of climate change; building a knowledge economy; improving agricultural productivity and ensuring food security; and supporting Public Private Partnership through the Government's Viability Gap Funding (VGF) scheme. For these priorities, approval was given to spend 900 billion rupees (up 38% from the previous fiscal year), including 100 billion rupees from foreign donors<sup>21</sup>.

In general, widening regional disparities has been one of the development issues in all sectors in Pakistan. In order to bridge the disparities widened and exposed due to the COVID-19 pandemic, the Special Development Packages were launched under the Regional Equalization Programme to develop poor regions to become developed regions. In this way, various efforts are being made proactively as a national development plan in view of post-COVID.

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

Pakistan's issue lies in a general lack of capabilities and structures of personnel, organizations, systems, funds, etc., of government organizations and relevant ministries handling each development issue to be addressed, and the challenge is to improve administrative capabilities and establish structures for every development issue. It is expected that JDS will train officers in the Federal Government who will be the core of JDS's efforts.

Pakistan is a Muslim country that shares borders with China and is located at the crossroads of South Asia, Central Asia, and the Middle East. As a member country of the South Asian Association for Regional Cooperation (SAARC), Pakistan plays an important role in the stability and economic development of South Asia. Therefore, supporting Pakistan will contribute to strengthening cooperation in the international arena by promoting bilateral relations supported by

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<sup>20</sup> Ministry of Planning, Development & Special Initiatives, "Public Sector Development Programme 2021-22" [https://www.pc.gov.pk/uploads/archives/PSDP\\_2021-22.pdf](https://www.pc.gov.pk/uploads/archives/PSDP_2021-22.pdf)

<sup>21</sup> See "Preface" of the above document. As for the development of civil servants, the "Enhancement of training activities for officers of Pakistan Administration Service at the Civil Service Academy" is added as a new scheme of the Establishment Division, to which about 157 million rupees are allocated. This accounts for about 20% of the total amount of 800 million rupees for nine schemes planned in the Establishment Division. (p18)

strong pro-Japanese sentiment since the independence of Pakistan, and to expanding economic relations such as trade and investment in the future. In addition, supporting Pakistan is of great significance from the perspective of contributing to the stable development of the South Asian region. Based on the Free and Open Indo-Pacific (FOIP), which is the main foreign policy of the Government of Japan, the JDS will also contribute to strengthening the physical, institutional, and people-to-people connectivity between Pakistan and Japan as well as Pakistan and the countries in the region.

Under the Basic Policy “Building a stable and sustainable society through expanding a vibrant middle class”, Japan’s Country Assistance Policy for Pakistan (February 2018) and Rolling Plan (April 2018) have set their priority areas as “Improvement of the economic infrastructure”, “Ensuring human security and improvement of social infrastructure” and “Consolidating peace and stability”. Among these goals, the JDS has been contributing to the strengthening of administrative organizations through the development of human resources for government administrators as a project contributing to Development Issue 1-2 "Ensuring economic stability and promoting diversification of industries" in the priority area “Improvement of the economic infrastructure.”

Based on the above background, a request was made for the acceptance plan for the four batches of the project from FY2022 from the Federal Government of Pakistan to the Government of Japan, in light of the importance of the JDS, which has been in place since FY2018. It is expected that the project will contribute to strengthening administrative organizations and solving development issues through training of government officers by this project.

### **1-3. Government officers’ career path and the status of human resources development**

#### **(1) Administrative System of Pakistan**

Pakistan is a federation made up of four provinces, the Islamabad Capital Territory, and Azad Kashmir. Devolution is under way in the relationship between the federation and the provinces, as the Eighteenth Amendment to the Constitution of Pakistan in 2010 made all matters other than national defense, diplomatic relations, currency and so on as listed in the Constitution as being under the jurisdiction of the provinces<sup>22</sup>.

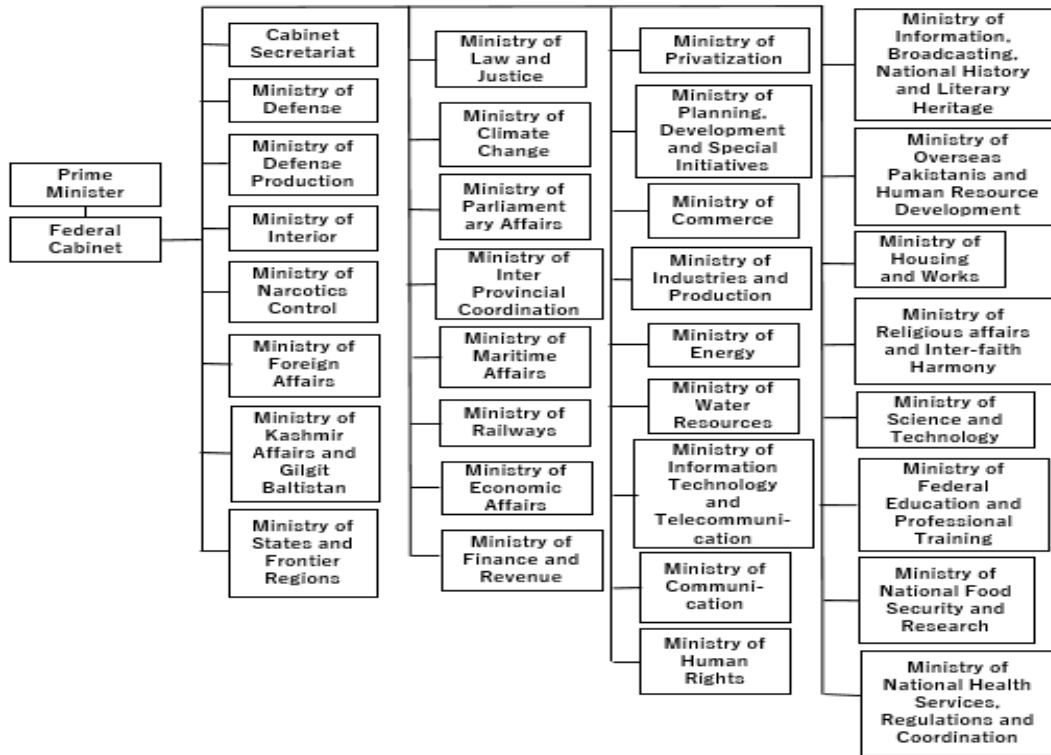
The head of country is the President, but all the President’s authority is made based on advice from the Prime Minister, so he has no actual authority, and his role is symbolic and ceremonial. The current federal government is headed by the Prime Minister, with a Cabinet Division and 32 ministries (Figure 1)<sup>23</sup>. Regional administration under the four provinces is divided into more than 140 districts. The Establishment Division, which is one of the Pakistani members of the JDS Operating Committee, is a division within the Cabinet Secretariat as follows (Figure 2).

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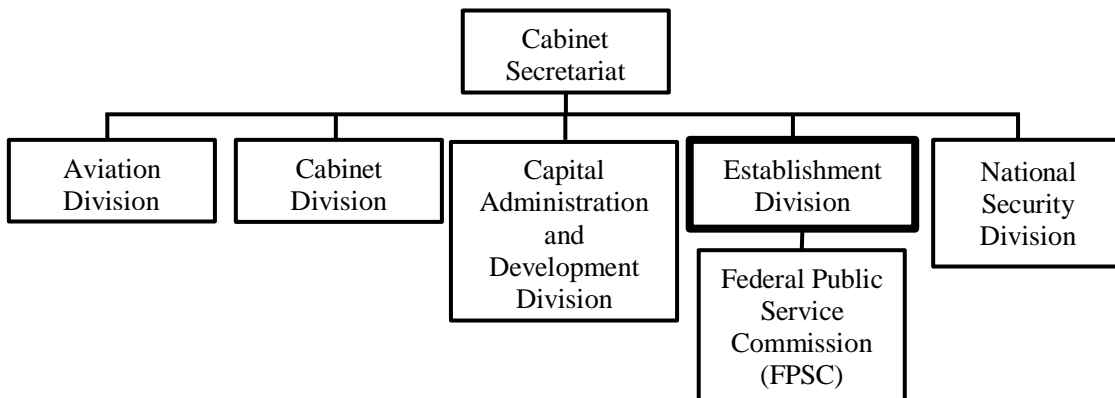
<sup>22</sup> Japan Chamber of Commerce and Industry in Karachi, “A Guide to Pakistan's Politics, Economy, and Industry (2014 Edition)” (in Japanese) ([https://www.jetro.go.jp/ext\\_images/jfile/report/07001955/pk\\_economic.pdf](https://www.jetro.go.jp/ext_images/jfile/report/07001955/pk_economic.pdf))

<sup>23</sup> Figures 1 and 2 are based on materials obtained during the field survey in Pakistan and on the Pakistani government





**Figure 1 Organization Chart of the Federal Government of Pakistan**



**Figure 2 Divisions in the Cabinet Secretariat**

(2) Civil Service System<sup>24</sup>

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

website. (<http://pakistan.gov.pk/>)

<sup>24</sup> This is based on the material “Estacode” and “Rules of Business 1973”, which set forth the civil service system and rules issued by the Government of Pakistan, and interviews with government officers during the field survey.



In addition, officers with BPS 17 and above are categorized into Cadre<sup>25</sup> and Ex-Cadre. Cadre officers are classified into 14 occupational groups, such as Pakistan Administrative Service (PAS), etc. As for Ex-Cadre, they are not divided by occupational groups; each person is assigned to a post that requires specific and technical skills. Officials of BPS 16 or lower are responsible for supportive works and some civil servants are promoted to BPS 17 level as Ex-Cadre depending on the number of years of experience and evaluation of the performance<sup>26</sup>. Therefore, compared at the same grade between Cadre and Ex-Cadre, Ex-Cadre officers generally tend to be older than Cadre officers who are hired after passing the CSS exam by 30 years old. The JDS Project is targeting to the officers aged 25 to 40 in BPS 17 and above belonging to the Federal Government.

According to data collected in 2020 by the Establishment Division, there are 565,082 civil servants (BPS 1-22) in the Federal Government, of which officers are 26,481, accounting for about 4.7% of all federal civil servants, making them the elite. This includes 6,312 Cadre officers and 20,169 Ex-Cadre officers<sup>27</sup>.

**Table 8 Occupational groups, belonging organizations and numbers of Cadre officers**

Occupational Group	Belonging Organizations	No. of officers
1. Pakistan Administrative Service	Establishment Division	863
2. Office Management Group (OMG) (at the level of Section Officers (BPS 17 & 18) only)	Establishment Division	526
3. Secretariat Group (OMG in BPS 19 is elevated to the Secretariat Group.)	Establishment Division	468
4. Police Service of Pakistan	Establishment Division	785
5. Foreign Service of Pakistan	Ministry of Foreign Affairs	488
6. Pakistan Audit and Accounts Service	Auditor General of Pakistan	607
7. Inland Revenue Service of Pakistan	Federal Board of Revenue	1,107
8. Pakistan Customs Services	Federal Board of Revenue	489
9. Commerce & Trade Group	Ministry of Commerce	191
10. Information Services of Pakistan	Ministry of Information and Broadcasting	225
11. Postal Group	Pakistan Post Office	190
12. Military Lands & Cantonment Group	Ministry of Defence	100
13. Railways Group	Ministry of Railways	107
14. Economists and Planning Group	Ministry of Planning, Development and Special Initiatives	166
<b>Total</b>		<b>6,312</b>

The respective numbers of officers, potential JDS candidates, in BPS 17, 18, and 19, broken down by age, are shown in the table below.

<sup>25</sup> Those who have passed the Central Superior Services (CSS) examination and become civil servants are commonly referred to as "Cadre" in Pakistan. The CSS exam is officially held through the Federal Civil Service Commission.

<sup>26</sup> From an interview with an official in BPS 16, who is working for Ministry of Finance and interested in JDS, those who join the Federal ministries/divisions at BPS 16 are considered to be in the preparatory stage to become 17 or above. In fact, recruitment of officials in BPS 16 is also done through the Federal Civil Service Commission, as is the case with BPS 17 and above. (Establishment Division, "A Manual on Appointment, Promotion and Transfer (Edition-2013)", p89) (<https://establishment.gov.pk/userfiles1/file/Appoint%2013-02-2019.pdf>)

<sup>27</sup> Pakistan Public Administration Research Center, "Annual Statistical Bulletin of Federal Government Employees for (2019-20)", Table-9. ([https://www.establishment.gov.pk/SiteImage/Downloads/Annual%20Bulletin%20\(2019-20\)%20Attached.pdf](https://www.establishment.gov.pk/SiteImage/Downloads/Annual%20Bulletin%20(2019-20)%20Attached.pdf)) The survey team did not get any statistical data summarizing the number of Ex-Cadre officers.

**Table 9 Number of officers by BPS in the Federal Government (BPS 17-19 only)** <sup>28</sup>

Age group	Breakdown by BPS			No. of officers
	BPS 17	BPS 18	BPS 19	
Under 20 years old	0	0	0	0
20–25 years old	37	9	0	46
26–30 years old	1,247	203	0	1,450
31–35 years old	2,554	904	30 (The youngest is 32 years old.)	3,488
36–40 years old	2,164	1,342	233	3,739
41–45 years old	1,430	1,113	588	3,131
46–50 years old	2,977	1,066	691	4,734
51–59 years old	3,390	2,132	1,265	6,787
60 years old and above	13	13	3	29
<b>Total</b>	<b>13,812</b>	<b>6,782</b>	<b>2,810</b>	<b>23,404</b>

Furthermore, there are provincial civil servants in each province. The provincial civil servants refer to civil servants hired in each province.

In terms of the overall workforce in Pakistan, the number of private sector workers in Pakistan is 66 million nationwide, of which 62 million are employed or self-employed, according to the latest estimates<sup>29</sup>. In addition, the number of civil servants of the federal and provincial governments is about 3.2 million, accounting for only about 5% of the total private sector workers, and the population per civil servant is about 63,000. In recent years, the total number of civil servants has been increasing, but it is still insufficient based on the population of Pakistan.

### (3) Employment of Officers

Employment of the officers who are the elite group that forms the nucleus of Pakistan's bureaucracy is based on the Central Superior Services (CSS) Exam run by the Federal Public Service Commission (FPSC) once a year. Applicants must be aged between 21 and 30 (under 32 years old in case of special circumstances such as disabled persons), and have a bachelor's degree. After a written test, interview, medical check-up and a background check, then the applicants are employed. Applicants can take the exam up to three times. The CSS exam for officers is known as very difficult one to pass, and it is said that the acceptance rate is less than 2% of applicants.

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

<sup>28</sup> The survey team made based on FY2021 data obtained directly from Establishment Division. This data is a total of both Cadre and Ex-Cadre officers and is neither disaggregated by gender nor job group.

<sup>29</sup> Geo News (on 7<sup>th</sup> January, 2022), "3.2 million government employees: Is the bureaucracy too big?" (<https://www.geo.tv/latest/392056-32-million-government-employees-is-the-bureaucracy-too-big>)

(4) Career Path, Promotion, Personnel Change

Promotions for officers are determined based on (1) recommendation from the Central Selection Board for promotion to Deputy Secretary and above, or (2) recommendation from the Promotions Committee of each ministry for promotion to BPS 18. Judgment standards for promotion are (1) work evaluations, and (2) the number of working years required for each grade. The work experience required for promotion is shown in the table below. Experience of studying abroad, or master's degree/doctoral degree are generally said to be beneficial when promotions are considered, though not always required. In some cases, a doctoral degree is a condition for appointment to positions of BPS 19 and above, such as Research Officer, which require expertise.

**Table 10 Example of Promotion System of Officers in the Federal Government**

Position	Grade	Required Minimum Length of Service for Promotion
Secretary	BPS 22	25 years in BPS 17 and above, plus 2 years in BPS 21
Additional Secretary	BPS 21	22 years in BPS 17 and above
Joint Secretary	BPS 20	17 years in BPS 17 and above
Deputy Secretary	BPS 19	12 years in BPS 17 and above
Section Officer	BPS 18	5 year in BPS 17
	BPS 17	-

Officers to whom the promotion system in the table above applies are mainly Pakistan Administration Service and Office Management Group (and Secretariat Group) that can be transferred as generalists. They get promoted while being frequently transferred not only within the federal government's headquarters but also to attached departments (a total of 77 departments), subordinate offices, and local provincial governments. In addition, young officers of Pakistan Administration Service are often appointed as a District Coordination Officer, the next position of a District Nazim of a local province.

Officers who belong to occupational groups other than Pakistan Administration Service and Office Management Group (and Secretariat Group) are generally transferred according to their specialized professions, and personnel changes and promotions are conducted by their ministries/divisions. These officers are rarely assigned to posts other than their specialized professions and are rarely transferred to other ministries or divisions, except for those who wish to transfer to them.

For officers in BPS 17 to BPS 22, including Cadre and Ex-Cadre, there are a total of 186 positions, including those related to Secretary listed above<sup>30</sup>. Of the positions, those equivalent to BPS 22 are Secretary, Special Secretary, Ambassador/High Commissioner, Chief Economist and Advocate General. In addition, based on interviews with the Establishment Division, it was found that those who are deeply involved in policy-making within ministries/divisions and become committee members of development projects are those in positions in BPS 20 (Joint Secretary level) or above. The following figure shows a typical position system with a large number of posts.

<sup>30</sup> Pakistan Public Administration Research Center, op.cit., Table-33.

BPS	Cadre					Ex-Cadre				
22	Secretary / Special Secretary	Ambassador / High Commissioner		Chief Economist						
21	Additional Secretary		Senior Chief	Joint Chief Economist		Director General	Director General	Senior Chief		
20	Joint Secretary	Consul General / Minister	Chief	Chief (Economist Cadre)	Director General	Director General	Chief (Technical)	Professor		
19	Deputy Secretary	Councilor	Deputy Chief	Deputy Chief (Economist Cadre)	Director	Director	Deputy Chief (Technical)	Associate Professor	Various Designations for Technical Skills	
18	Section Officer	First Secretary / Second Secretary	Assistant Chief	Assistant Chief (Economist Cadre)	Deputy Director	Deputy Director	Assistant Chief (Technical)	Assistant Professor	Various Designations for Technical Skills	
17		Third Secretary		Research Officer (Economist Cadre)	Assistant Director	Assistant Director	Research Officer (Technical)	Lecturer	Various Designations for Technical Skills	

**Figure 3 Position System in the Civil Service in the Federal Government**

Applicants for Economists and Planning Group, which is called Economist Cadre, do not take a common CSS examination but take a unique recruitment examination entrusted by the Ministry of Planning, Development & Special Initiatives to FPSC. Since ministries/divisions having development projects have a high need for the expertise of Economist Cadre, the Ministry dispatches such Cadre to the relevant ministries/divisions. Economist Cadre can also be promoted to Chief Economist (BPS 22).

Pakistan has 67 embassies and 60 consulates-general overseas. At these diplomatic missions, there are other positions available than Foreign Service. For example, the Embassy of Pakistan in Japan, the United Kingdom, the United States, and China have a position called Economic Minister (BPS 20 or 21). They have a system in which officers with experience in economic fields, such as economics, trade, and investment, are recruited and assigned after selection. In addition, there are other positions available for officers, such as Trade & Investment Councilor (BPS 19) at about 20 diplomatic missions in Japan and Europe, and Community Welfare Attache at 24 diplomatic missions in Japan, South Korea, Europe, and the Middle East.

On the other hand, although Ex-Cadre officers can be promoted to BPS 22, most of them are promoted to BPS 20 or below, and only a few of them are promoted to BPS 21 or above. Examples of positions that Ex-Cadre in BPS 20 can assume are Director General, Deputy Director General, Joint Scientific Advisor, and Engineering Advisor, etc.

#### (5) Human Resource Development (Training) System

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

In civil servant training abroad, the Foreign Training Committee (FTC) is mainly comprised of representatives from the Ministry of Economic Affairs (MOEA), which is responsible for training abroad, and selects trainees. The Planning & Development Department, which is the training liaison office within the government, is handling all trainee applications. Candidates' lists for training or study abroad from each organization are sent to the Planning & Development Department, and only the candidates who are recommended by the department are proceed to the selection by the FTC via MOEA. Short-listed candidates selected by the FTC normally proceed to the selection by each donor, and the donor then selects the successful candidates<sup>31</sup>.

As for the foreign training, "Non Objection Letter" is issued from the Planning & Development Department for those successful candidates who have passed through this selection process. Without this letter, they will not be able to travel overseas. Moreover, trainees must sign an "Assurance Bond" (written pledge) issued by MOEA before undergoing training or study abroad, which is a pledge to be reinstated to their government work upon their return from the training/study abroad. This Bond includes stipulations that the scholarship must be returned if fellows broke the bond. In addition, 100% of their salary is guaranteed to pay during their studying abroad, so this salary would also have to be returned.

In Principle, if an officer participates in study or training for more than one year ("Study Leave"), the number of years is counted toward the minimum years of service listed in Table 10. In addition, while master's or doctoral degrees and certificates of participation in training do not count toward promotion requirements, they do have an indirect impact, such as for Cadre officers in the Ministry of Planning, Development, and Special Initiatives (Economists Group), where degree earnings and participation in training have an advantage in promotions and transfers.

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

#### (6) Gender Consideration

Pakistan ratified the Convention on Elimination of all Forms of Discrimination Against Women

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<sup>31</sup> In some cases, such as the Chinese and British government scholarship programs, civil servants who wish to receive scholarships submit their own applications and receive acceptance letters from their host universities first, after which the FTC makes the final decision on dispatch.

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

The gender gap in Pakistan places the country 153rd out of 156 in the 2021 Global Gender Gap Index<sup>32</sup>. Women’s labour force participation rate on the National Gender Policy Framework is keeping low in Pakistan, at about 22%<sup>33</sup>.

According to statistics on civil servants by the Government of Pakistan, the number of female federal civil servants is 28,230, or only 5%, of a total of 565,082 civil servant (BPS 1 to BPS 22). Furthermore, the number of female officers (BPS 17 to BPS 22) is 6,144 of a total of 26,481 officers. The number of male and female officers by grade in the BPS is shown in the table below. In the Gender Policy Framework previously described, strengthening governance is stated to ensure that gender equality is reflected in government priorities and action plans. One of the priorities is to introduce gender integration in Public Sector Development Programs (PSDP) into new programs through cross-agency efforts led by the Ministry of Planning and the Ministry of Human Rights.<sup>34</sup> The CSS examination also adopts a policy in which the ratio of women to the total number of successful candidates is set at 10% or more.

**Table 11 Number of officers in the Federal Government by Gender** <sup>35</sup>

BPS	Male	Female (Rate)	Total
BPS 22	82	7 (7.9%)	89
BPS 21	361	28 (7.2%)	389
BPS 20	946	144 (13.2%)	1,090
BPS 19	2,361	515 (17.9%)	2,876
BPS 18	6,074	1,305 (17.7%)	7,379
BPS 17	10,513	4,145 (28.3%)	14,658
<b>Sub total</b>	<b>20,337</b>	<b>6,144 (23.2%)</b>	<b>26,481</b>
BPS 1 - 16	516,515	22,086 (4.1%)	538,601
<b>Total</b>	<b>536,852</b>	<b>28,230 (4.99%)</b>	<b>565,082</b>

<sup>32</sup> World Economic Forum "Global Gender Gap Report 2021", p10

([https://www3.weforum.org/docs/WEF\\_GGGR\\_2021.pdf](https://www3.weforum.org/docs/WEF_GGGR_2021.pdf))

<sup>33</sup> Ministry of Planning, Development and Special Initiatives, "National Gender Policy Framework", p21

(<https://www.pc.gov.pk/uploads/report/NGPF.pdf>)

<sup>34</sup> Ministry of Planning, Development & Special Initiatives, op.cit., p44.

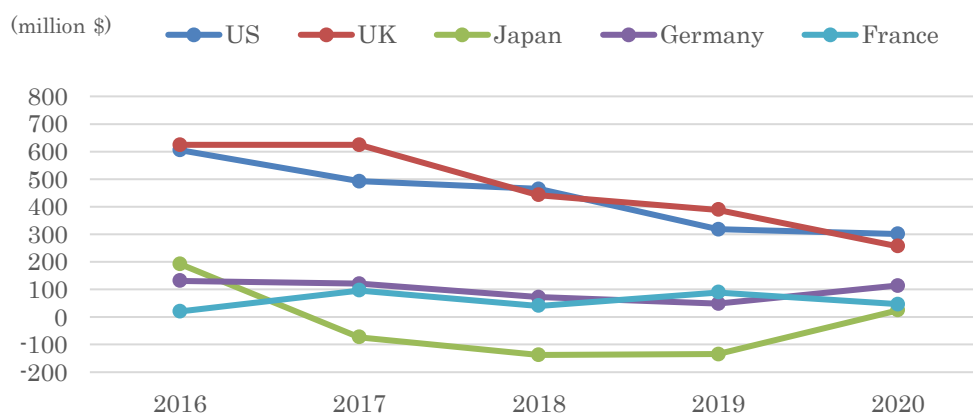
<sup>35</sup> The survey team made this table based on Figure-2, 3, 19 and Table-2 in the material provided by Pakistan Public

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

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

Since the establishment of diplomatic relations between Pakistan and Japan in 1952, the countries have built a long period of good bilateral relations, and 2022 will mark 70 years since then. In 1954, two years after the establishment of diplomatic relations, Japan started providing economic cooperation to Pakistan. In recent years, in addition to continuing support for the eradication of polio, Japan pledged one billion dollars at the Pakistan Donors Conference and Friends of Democratic Pakistan Group Ministerial Meeting held in Tokyo in 2009 and issued a Joint Statement on Comprehensive Partnership in 2011. Top-level meetings have also been frequently held to exchange views on the importance of counter-terrorism, the expansion of investment by Japanese companies, and the development of the Pakistani economy. For visits by dignitaries and the acceptance of English-speaking Pakistani IT professionals (more than 300,000 nationwide), the embassies of both countries announced in October 2020 that they would act as a liaison between Japanese companies and Pakistani IT engineers and that they would support the issuance of visas. Japan's long-term economic assistance to Pakistan has been a key factor in these efforts, which forms the basis for good diplomatic relations between the two countries.

In addition, Japan has provided assistance to Pakistan in the framework of bilateral cooperation, as well as actively participated in assistance in the framework of international cooperation. In recent years, Japan has been ranked fifth in terms of total disbursements of support by major donors (Figure 4). Besides member countries of the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD), China and Saudi Arabia have also provided large-scale economic assistance<sup>36</sup>.



**Figure 4 Trends in major donors' aid to Pakistan (DAC only)** <sup>37</sup>

Administration Research Center, previously listed document.

<sup>36</sup> Mitsubishi Research Institute, Inc., [Country Assistance Evaluation of Pakistan \(Third Party Evaluation Report\)](#), p32

<sup>37</sup> OECD Query Wizard for International Development Statistics, <http://stats.oecd.org/qwids/>

"Country Development Cooperation Policy for the Islamic Republic of Pakistan" of Japan (February 2018) sets the major goal "Building a stable and sustainable society through expanding a vibrant middle class" as Basic Policy and identifies "improving economic infrastructure", "ensuring human security and improving social infrastructure", and "establishing peace and stability" as priority areas (see table below).

**Table 12 Country Development Cooperation Policy for Pakistan of Japan**

Basic Policy	Priority Areas	Development Issues
Building a stable and sustainable society through expanding a vibrant middle class	Improving economic infrastructure	-Expansion and development of economic infrastructure (electricity) -Stabilize the economy and promote diversification of industrial structure
	Ensuring human security and improving social infrastructure	-Support for disaster prevention -Water and sanitation -Ensure basic healthcare services -Development of agriculture and rural sector -Improve access to and quality of education through girls' education and non-formal education -Gender mainstreaming
	Establishing peace and stability	-Support for counter-terrorism and establishment of peace and stability

#### 1-4-2. Japan's International Students Programs

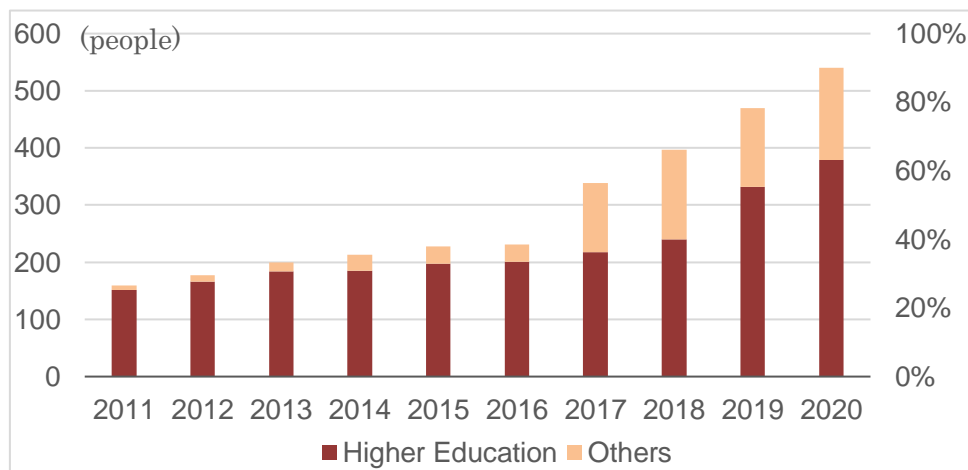
##### (1) Overview

As of May 2021, the total number of international students studying in Japan, including both government-financed and privately financed students, is 242,444.

By region of origin, the percentage of international students from Asia is 93.3%<sup>38</sup>, and by country of origin, the number of international students from Pakistan is 540. In recent years, the number of international students, both government and privately funded, to Japan in particular has been increasing year by year. In 2011, the total number of international students was 159, but by 2020, the number will be 540, more than triple in 10 years. Pakistan is traditionally pro-Japanese, and many students wish to study in Japan.

<sup>38</sup> Results of the Survey of International Student Enrollment 2021, March 2022, Japan Student Services Organization (JASSO).





**Figure 5 Number of Students from Pakistan to Japan**

The Japanese government's programs for international students, including those from Pakistan, are implemented mainly by five organizations. Programs for young officers just like JDS can be roughly divided into three: the Young Leaders Program (YLP) of the Japanese government-financed scholarship by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) Scholarships Programs, the scholarship programs through contributions from the Japanese government to international organizations, and JICA long-term training programs. The table below shows the outlines of these programs.

**Table 13 Japanese Government's Scholarship Programs**

Organizations	Program	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 PhD) Program	To support outstanding researchers from Asian and African nations in obtaining PhDs from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide <u>middle managers</u> in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.

	Japan-IMF Scholarship Program for Asia (JISPA)	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training <u>young administration officials</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a Master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a doctoral course in any university in Japan (not specified).
	Asian Development Bank – Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> in developing countries, and from <u>government-related organizations</u> of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese Studies overseas, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

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

The Japanese Government (Monbukagakusho) Scholarship for Foreign Students was established in 1954 as Japan's foreign student program for Pakistan. The YLP and the "Research Student" programs implemented under this program are the same graduate study abroad programs as this project. A comparison of the two programs is shown in Table 14.

Table 15 shows the breakdown of government-sponsored international students. It should be noted that while most of the government-sponsored foreign students in Pakistan are private citizens and few are public servants, the YLP accepts only public servants since its purpose is to develop human resources for public servants.

**Table 3 Overview of Research Student and YLP in MEXT Scholarship Program**

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

**Table 15 Number of Japanese Government Scholarship Students from Pakistan <sup>39</sup>**

Course	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Bachelor Degree	1	1	2	0	2	2	0	3	2	2
Master's Degree	10	11	10	16	20	19	21	22	24	27
Doctoral Degree	48	47	42	35	31	35	39	43	49	65
Graduate School (Non-regulatory)	5	3	9	7	12	9	6	8	12	5

### (3) Study Abroad Scheme by ODA

Under the ODA's Study Abroad Scheme, JICA has accepted trainees for master's or doctoral programs in the fields of water, roads, energy, etc. as long-term trainees under JICA's Technical Cooperation Projects. Since the training programs differ from year to year, the following table

<sup>39</sup> The survey team made this table based on the data provided by Japan Student Services Organization (JASSO).

shows some of the long-term training programs that have been conducted as examples.

**Table 16 Human resource development projects by JICA in Pakistan (example)**

Category	Scheme of the projects	Year of Arrival	No. of Trainees
Long-term training	SDGs Global Leader (Master's Course)	FY 2019	2
	Innovative Asia (Doctoral Course)	FY 2019	2
	Water Engineering and Utility Management for Future Leaders (Master's Course)	FY 2020	1
	SDGs Global Leader (Master's Course)	FY 2020	1

#### (4) Other schemes

In addition to JICA, JETRO also offers training at IDEAS, JETRO's Institute of Developing Economies, although it is not a study abroad program. This training program has been conducted by JETRO for about 20 years. The trainees are civil servants from developing countries, and one trainee from each country studies economic development at IDEAS for six months in English, and submits a research project upon completion. In Pakistan, the program is being implemented for officers under the age of 35 in the Ministry of Economic Affairs<sup>40</sup>. However, after FY2020, the participants will not travel to Japan, and the training will be conducted online.

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

Since the establishment of the Japan-Pakistan Economic Commission in 1984 to promote private-sector economic activities such as trade, investment, and tourism, there have been frequent public-private joint economic dialogues and private-sector business meetings, and active exchanges have been conducted under the leadership of the business communities of the two countries. As of 2021, there were 1,027 Japanese residents in Pakistan, and 95 Japanese-affiliated companies had bases in Pakistan, with a relatively large number of joint ventures, mainly in the manufacturing industry<sup>41</sup>. Trade between Japan and Pakistan in 2021 was 29.4 billion yen in exports to Japan and 252.9 billion yen in imports from Japan, indicating an excess of exports from Japan to Pakistan<sup>42</sup>.

The main commodities imported from Pakistan are organic compounds, textile yarn and textile products, and nonferrous metals, while exports from Japan are automobiles and their parts, general machinery, and iron and steel. Direct investment from Japan amounted to \$52.4 million (FY 2019/2020)<sup>43</sup>.

In the manufacturing sector, Suzuki began producing automobiles in 1975, and today, Toyota, Honda, and Hino Motors have a combined 98% share of the country (FY 2018/19). Other

<sup>40</sup> This information is based on the results of interviews with JETRO Karachi Office.

<sup>41</sup> Ministry of Foreign Affairs in Japan, "Statistical Survey of the Number of Overseas Japanese Residents (2022) (as of October 1, 2021) (Excel)" (<https://www.mofa.go.jp/mofaj/toko/tokei/hojin/index.html>)

<sup>42</sup> Ministry of Finance, "Trade Statistics of Japan" (Full term 2021) (<https://www.customs.go.jp/toukei/srch/index.htm?M=23&P=1.....4,1,2021,0,0,0.....2,110.....20>)

<sup>43</sup> Ministry of Foreign Affairs, "Pakistan" (<https://www.mofa.go.jp/region/asia-paci/pakistan/index.html>)

companies such as Yamaha Motor and Denso have also entered the market. In the non-manufacturing sector, many general trading companies have also established operations in Pakistan, which is a strategic location on the trade routes connecting Japan with the Middle East and beyond. Islamabad, the capital, is the administrative center of the country, and many Japanese companies are based in Karachi, the commercial center of the country.

In the area of human resource development, Private companies are also actively engaged in human resource development projects in Pakistan. Sumitomo Corporation, for example, provides scholarships to Pakistani university students to study in Japan and supports the development of the country's future leaders, while Duskin Corporation's "Duskin Leadership Training in" for the development of disabled leaders in Asia and the Pacific includes training programs in Japan.

In Japan, the Embassy of Pakistan in Tokyo, in cooperation with JETRO, is actively holding seminars on investment and business opportunities to attract Japanese companies.

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

With regard to donors' aid performance to Pakistan, as described in this chapter 1-4. Trends of the Japan's ODA to Pakistan, the United States ranks first, the United Kingdom second, Germany third, France fourth, and Japan fifth. Areas of the aid covered commonly include energy, the economy, and the establishment of peace and stability. Although not included in the DAC data, economic assistance, including China's transportation and power infrastructure, has also been increasing, especially in the "China Pakistan Economic Corridor (CPEC)", as mentioned above, and power infrastructure in particular has been increasing in recent years, and stable supply has been achieved. In the area of human resource development, the number of Pakistani students studying in China has also been increasing, with a large number of students in engineering and technical fields related to the CPEC.

As for scholarship programs, various donors offer scholarship programs in Pakistan, and similar to JDS, there is a scholarship program of the Korea International Cooperation Agency (KOICA), which is a study abroad program mainly for the development of administrative officers.

Examples of other scholarship programs that widely recruit civil servants as well as excellent students from the private sector are the Australian Government Scholarship program, Fulbright, and the British Government Scholarship program (Chevening Scholarships). Hearings with the Establishment Division revealed that scholarship programs in English-speaking countries such as the Chevening Scholarships and the Australian Government Scholarship program have become popular for Pakistani civil servants. These scholarship programs are likely to become competitors for the JDS project.

**Table 17 Other donor's scholarships in Pakistan**

Donor	<b>Australian Government, Department of Foreign Affairs and Trade</b>	Program	<b>Australia Awards Scholarship</b>
Field of Study	Governance, Public Policy, Gender, Health, Education, Economy, Account, Business, Investment Policy, Tax Policy, Trade, International Relations, Law, Natural Resource Management, Environment, Disaster Management, Food Security, Human Rights, Rural Development, etc.		
Slot Number	Master (1 year or 2 year): 20-60 * Slot number vary from year to year.		
Target	Public servant, NGO, Employees in private sectors		
Qualification	Master: IELTS6.0 and above		
Points	<ul style="list-style-type: none"> <li>• Allowed driving and 40hrs fortnightly part time job. Full time work during vacation</li> <li>• Family members can accompany with students during the first departure to travel</li> <li>• 50% for female among all students, quotas for people with disabilities and ethnic minorities.</li> </ul>		
Donor	<b>Korea International Cooperation Agency (KOICA)</b>	Program	<b>KOICA Scholarship Program</b>
Field of Study	Public Administration, Finance, Economic Development, Trade, Industry, Energy, Climate Change, Agriculture, Aviation, Rural Development, Smart City, ICT, Female Leadership, etc.		
Slot Number	Master: Around 20 Doctoral: Several		
Target	Public servants, NGO		
Qualification	<ul style="list-style-type: none"> <li>• Under 40 years old</li> <li>• At least 2 years of work experience</li> <li>• Applicants must be qualified to apply to the host university.</li> </ul>		
Points	<ul style="list-style-type: none"> <li>• All courses are available in English.</li> <li>• KOICA staff will be assigned to host universities to provide support for the fellows.</li> </ul>		
Donor	<b>Government of UK, Foreign and Commonwealth Office</b>	Program	<b>Chevening Scholarship</b>
Field of Study	Politics, Policy Design, International Relations, Development Assistance, Economics, Finance, Public Administration, Defense, Telecommunication, Media, Journalism, Energy Policy, Environment, Climate Change, Low-carbon economy, etc.		
Slot Number	Master (1 year) : Around 50		
Target	Open to students and those working in the public, private and civil society sectors		
Qualification	<ul style="list-style-type: none"> <li>• Those who have the potential to hold positions of leadership or influence</li> <li>• Those who have sufficient expertise</li> </ul>		
Points	<ul style="list-style-type: none"> <li>• All master's programs are only one year long.</li> <li>• In FY2021, 42 students studied abroad as scholarship recipients.</li> <li>• About 2,000 alumni throughout Pakistan</li> </ul>		
Donor	<b>Government of UK, Foreign and Commonwealth Office</b>	Program	<b>Commonwealth Scholarship</b>
Field of Study	Every field related to Development		
Slot Number	Master (1 year) Ph.D. (3 year) *Not fixed slot for Pakistan		
Target	Public servants (Innovators and leaders of the future from across the Commonwealth)		
Qualification	<ul style="list-style-type: none"> <li>• Citizen of Pakistan</li> <li>• IELTS 6.0 and above</li> </ul>		
Points	<ul style="list-style-type: none"> <li>• Scholarships for 53 Commonwealth member countries.</li> <li>• Family allowance paid for students if staying more than a year and a half in UK</li> </ul>		
Donor	<b>Chinese Government, Ministry of Commerce</b>	Program	<b>MOFCOM Scholarship</b>
Field of Study	Fields available to be taught at 27 universities including both the humanities and sciences.		
Slot Number	Master (2 year or 3 year) Ph.D. (3 year) *Not fixed slot.		
Target	Public servants *Private sector is also eligible to apply.		
Qualification	<ul style="list-style-type: none"> <li>• Under 45 years old for both of Master and Ph.D.</li> <li>• At least 3 years of work experience</li> <li>• Preferably IELTS6.0 or TOEFL80 and above</li> <li>• Must pass examinations of the host university</li> </ul>		
Points	<ul style="list-style-type: none"> <li>• Mainly English courses, and option to choose Chinese (additional year of language training)</li> <li>• The government of Pakistan is not involved in the recruitment selection.</li> <li>• Fellows are responsible for everything from application to travel and return home.</li> </ul>		

From the above table, the following is an explanation of two scholarships, the Australian Government Scholarship and the KOICA Scholarship, like the JDS, which have the objective of fostering human resources who can contribute to development issues in the target countries, and for which effective interviews were possible.

① Australian Government Scholarship (Australia Awards Scholarship)<sup>44</sup>

Australian Government Scholarship program was started in 1951 with the aim of contributing to the long-term development needs of the target countries and has been implemented in 123 countries. It focuses mainly on Southeast Asia and South Asia. In particular, Pakistan, which produces many human resources fluent in English, has been one of the largest dispatching countries, dispatching over 1,000 students. A systematic follow-up was conducted in 2019.

Although the number of slots varies according to the budget, a total of 20 to 60 students are dispatched to master's and doctoral programs every year. Due to the drastic decrease in the budget since the COVID-19, the number of students has been around 20. In addition, participating in the program is very hard because participants are selected from about 2,000 applicants from all over Pakistan. Sectors are determined in accordance with Pakistan's development issues, and around 60% of the students are civil servants.

Other than civil servants, those working in NGOs and the private sector can apply for the program, and there is no age limit. Consideration is given so that the ratio of male to female students is close to 1:1. Although a certain level of English proficiency is required, students can receive a preparatory education in English at the accepting university. They can also invite their family members and can drive a car during their stay. In addition, Scope Global, a company entrusted with the service, provides support during their stay.

② KOICA Scholarship<sup>45</sup>

KOICA Scholarship is a program established in 1997 targeting ODA recipient countries on the DAC list. So far, 4,200 students from 80 countries have received master's degrees. The purpose of this scholarship program is to provide an opportunity for government officers who are expected to become future leaders in the government of the target country to improve their expertise and deepen their studies while experiencing the Korean culture.

So far, about 300 fellows have participated in the program, and the alumni association has more than 1,000 members. The members include not only returned fellows but also participants of short-term KOICA training.

The program accepts about 20 students every year. People entitled to participate in the program are civil servants at central or local government or teachers or researchers at national educational/research institutions who are 40 years of age or younger. It is an English language

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<sup>44</sup> This information is based on interviews with the Australia Awards Scholarship South Asia and Mongolia Office.

<sup>45</sup> This information is based on interviews with KOICA scholarship officers (Pakistani staff).

program, and the staff of KOICA Pakistan Office and the Korean Embassy interview nominees of the target ministries and agencies. Therefore, the Ministry of Economic Affairs is not involved in the selection process, and the selection is conducted entirely by the Korean side.

The degree program described above is mainly for socioeconomic fields such as MBA, international trade policy, finance, and economic development, but it also offers programs for science fields such as climate change and IT.

There is another program called EWHA-KOICA for Asian Gender Leadership, which aims to develop leaders in the gender sector. Women of Pakistani nationality, not just civil servants, are the targets of this program. It prepares 15 slots for master's courses and three for doctoral courses. In addition, in the selection of students for KOICA Scholarship, if a man and a woman have the same score in the final screening, the woman is given priority.



## **Chapter 2. Contents of the JDS Project**

### **2-1. Overview of JDS Project**

As mentioned above, JDS project is the project for acceptance of fellows by grant aid and was launched in fiscal 1999 as part of the “100,000 Fellows Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries.

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

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

In Pakistan, in accordance with the Preparatory Survey conducted in December 2021, the JDS framework was agreed with the Ministry of Economic Affairs in January 2022 with the confirmation of the JDS Operating Committee. Based on Pakistan's development plans, Country Assistance Policy, and needs of target organizations, the new framework reviewed each development issue, particularly the number of accepting slots from the current phase. Furthermore, an agreement was reached to start accepting up to one fellow enrolled as a doctoral course fellow every year from the next phase.

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

In the local survey conducted in December 2021, the priority areas of assistance, development issues, and expected research themes for the Pakistan JDS were determined based on the target country's national development plan, Japan's development cooperation policy for Pakistan, and the human resource development needs of the Pakistan's federal government, as outlined in the table below. These priority areas of assistance and development issues were established with the goal of supporting the development of core administrative officers to address Pakistan's development challenges.

**Table 18 Framework of JDS Pakistan (2022-2025)**

JDS Priority Areas (Sub-Program)	JDS Development Issues (Component)	Expected Theme of Research / Possible Fields of Study	Slot
1. Improvement of Economic Infrastructure and Human Security	1-1 Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)	Sound fiscal management, various public policies	9
	1-2 Enhancement of Industrial Promotion and Investment Climate	Formulation of policies related to the promotion of manufacturing industries and investment and export promotion, and formulation of policies to support small and medium-sized enterprises	4
	1-3 Enhancement of Energy Policy and Response to Climate Change	Formulation of policies for power development and promotion of the use of renewable energy, making environmentally-conscious policy decisions, formulation of disaster prevention policies and promotion of disaster prevention measures	3
	1-4 Enhancement of Agribusiness and Food Security	Formulation of policies on agriculture, rural development, and water resources	1

(1) Number of accepting fellows, JDS Priority Areas (Sub-Program) and JDS Development Issues (Component)

① Number of accepting fellows (Number of slots)

In Pakistan, during the Preparatory Survey that was conducted in December 2021, the JDS Framework was formulated and agreed, and the maximum number of accepting master's program slots was 17, reduced by 1 from 18 of the current phase. Pakistan expected to keep 18 slots for master's degree but the Japanese side informed the Pakistani side of the number of insufficient potential candidates, explaining that there were components that had not applied well in the past, and obtained the understanding of the Pakistani side.

As for the allocation of the number of slots resulting from the change from 18 to 17, in order to further strengthen the development of human resources responsible for Public Administration and Finance, 4 slots of the current phase were significantly expanded to 9 slots in Component 1-1 "Enhancement of Public Administration and Finance." In addition, regarding Component 1-2 (corresponds to 1-3 in the current phase), in which high needs were identified through interviews with key ministries and organizations, 4 slots of the current phase remained in "Enhancement of Industrial Promotion and Investment Climate."

The reason why the number of accepting slots for "Enhancement of Public Administration and Finance" increased and the number of accepting slots for "Enhancement of Industrial Promotion and Investment Climate" remained the same, in addition to having a larger number of potential candidates than the other components, was to support the development of human resources for government administrators in planning and finance fields that are main pillars of the country in building a stable and sustainable society in Pakistan, as is evident in the "Country Assistance

Policy for the Islamic Republic of Pakistan” (February 2018). In the areas of economy, finance, industry, investment, and other related fields, JDS fellows who have completed the course may have a possibility of taking a position as “Economic Minister” at the Embassy of Pakistan in Japan, for example, which is expected to contribute to strengthening Japan–Pakistan relations. Based on these facts, the importance of the two Components above was confirmed through the investigation, and therefore the number of slots was increased or remained the same.

On the other hand, as for “Enhancement of Energy Policy and Response to Climate Change,” Component 1-3 (corresponds to 1-2 in the current phase), which has a small number of potential candidates, Component 2-1 “Strengthening Disaster Management Capacity” of the current phase were combined to have 3 slots. Similarly, regarding Component 1-4 “Enhancement of Agribusiness and Food Security,” which has a small number of potential candidates, the name will be changed from “Enhancement of Agriculture, Water Resources and Rural Development,” which is used for the same Component in the current phase, and 1 slot will be available.

## ② JDS Priority Areas (Sub-Program) and JDS Development Issues (Component)

In the current phase, Sub-Programs consisted of two areas: “improvement of economic infrastructure” and “insurance of human security and improvement of social infrastructure”. In the next phase, these areas will be integrated as “improvement of economic infrastructure and human security” that includes all Components. Among the 4 Components in the current phase, 3 were changed, except 1-1 “Enhancement of Public Administration and Finance” and 1-2 “Enhancement of Industrial Promotion and Investment Climate”. Changes and background are as follows.

### (a) 1-3. Enhancement of Energy Policy and Response to Climate Change

Interviews with key ministries and organizations such as the Ministry of Economic Affairs, the Ministry of Foreign Affairs in Pakistan, the Ministry of Climate Change, and the National Disaster Management Authority showed that climate change and highly relevant disaster prevention and mitigation measures (especially related to floods) were positioned as one of the important issues and that improvement of the capability of government administrators engaged in policy formulation is an urgent issue. Therefore, based on the intention of the other party, “Enhancement of Energy Policy and Response to Climate Change” was adopted instead of “Enhancement of Energy Policy and Environmental Conservation” that was initially planned, and Component 2-1 “Strengthening Disaster Management Capacity” of the current phase was reorganized as a new Component. Through this reorganization, the three fields of “Energy Policy,” “Climate Change,” and “Disaster Management Capacity” will be organically linked, and it will be aimed to have applicants of government administrators who will be in charge of civil services in an extended field with a cross-cutting perspective.

(b) 1-4. Enhancement of Agribusiness and Food Security

In addition, regarding Component 1-4 of the current phase, “Enhancement of Agriculture, Water Resources and Rural Development,” we have reached an agreement with Pakistan to change the name to “Enhancement of Agribusiness and Food Security,” with an emphasis on agriculture and rural development for socioeconomic development and reduce the number of slots from 4 to 1. Agriculture is a major industry in Pakistan, accounting for about 20% of GDP and employing about 40% of all workers, and there is an urgent need to improve the ability of government administrators engaged in agriculture and rural development policies. Therefore, for the Component in the next phase, it is expected that government administrators will apply for research in the fields of socio-economic development such as the improvement of the livelihood of small farmers, the formation of specialty areas, and the promotion of high value-added products, with the aim of developing government administrators for the development of effective policies and strategies in accordance with the labor force increase in the agricultural sector.

**【Current Phase】**

JDS Priority Areas	JDS Development Issues	Slot
1. Improvement of Economic Infrastructure	1-1 Enhancement of Public Administration and Finance	4
	1-2 Enhancement of Energy Policy and Implementation	3
	1-3 Enhancement of Industrial Promotion, Investment Climate and Trade	4
	1-4 Enhancement of Agriculture, Water Resources and Rural Development	4
2. Ensuring Human Security and Improvement of Social Infrastructure	2-1 Strengthening Disaster Management Capacity	3

**【Next Phase】**

JDS Priority Areas	JDS Development Issues	Slot
1. Improvement of Economic Infrastructure and Human Security	1-1 Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)	9
	1-2 Enhancement of Industrial Promotion and Investment Climate	4
	1-3 Enhancement of Energy Policy and Response to Climate Change	3
	1-4 Enhancement of Agribusiness and Food Security	1

**Figure 1: Comparison of current phase (2018-2022) and next phase (2023-2026) (Master's Program)**

(2) Target Organization

As in the current phase, we have reached an agreement with Pakistan that we will accept all Central Superior Service (Basic Pay Scale (BPS) 17 or above) from eligible federal departments and organizations of Pakistan, not limiting acceptance to specific target organizations, with the intention of having many qualified Civil Servants apply. However, for the purpose of strategic recruitment activities, we set up target organizations for recruitment to be assumed/encouraged for each Component as highly important organizations to encourage applications.

In this Preparatory Survey, we hear opinions from various organizations such as the Ministry of Finance that they want fellows to be dispatched to short-term training. On the other hand, there is also a high demand for master's and doctoral degree. In particular, among 14 Occupational Groups that Cadre belongs to, as the Pakistan Administrative Service, Office Management Group,

Pakistan Audit and Accounts Service and others are frequently transferred to other ministries and organizations, they have the potential to contribute to policy making in extended fields as personnel of administrative organizations.

In addition, some ministries/divisions have “Attached Departments” and “Sub-ordinate Offices” under their structure, and it has become clear through the local survey that Cadre officers are frequently transferred to such organizations. Cadre officers who are transferred to these attached or subordinate offices will continue to be eligible for the next phase. On the other hand, Autonomous Bodies, Semi-autonomous Bodies and Corporate Bodies have a different recruitment and pay-scale system from that of the Central Superior Service, and there is no possibility that they will be appointed to positions with significant influence on policy making at the center of government in the future. Therefore, they have been excluded from the recruitment and selection process since the 4<sup>th</sup> batch in the current phase.

**Table 19 Expected/encouraged target organizations for recruitment**

JDS Priority Areas (Sub-Program)	JDS Development Issues (Component)	Expected/encouraged target organizations for recruitment
1. Improvement of Economic Infrastructure and Human Security	1-1 Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)	-Ministry of Economic Affairs -Ministry of Foreign Affairs -Ministry of Finance and Revenue -Ministry of Planning, Development and Special Initiatives -Ministry of Law and Justice -Ministry of Human Rights -Ministry of Interior -Federal Board of Revenue
	1-2 Enhancement of Industrial Promotion and Investment Climate	-Ministry of Finance and Revenue -Ministry of Planning, Development and Special Initiatives -Ministry of Commerce -Ministry of Industries and Production -Board of Investment
	1-3 Enhancement of Energy Policy and Response to Climate Change	-Ministry of Energy -Ministry of Climate Change -Ministry of Water Resources -Ministry of Planning, Development and Special Initiatives -National Disaster Management Authority -Pakistan Meteorological Department -Federal Flood Commission
	1-4 Enhancement of Agribusiness and Food Security	-Ministry of National Food Security and Research -Ministry of Water Resources

### (3) Host Universities

Ahead of this preparatory survey, JICA presented the anticipated fields of study and development issues in the JDS Pakistan to universities that have a record of accepting JDS fellows and universities that wish to newly accept JDS fellows, and invited each university to submit a proposal including from which countries they wish to host fellows and which issues they wish to support. As a result, a total of 20 proposals were submitted from 14 graduate schools at 10 universities.

JICA evaluated the hosting proposals submitted by each university in accordance with the evaluation guidelines on items such as the content of the proposals and the past record of

accepting fellows including JDS fellows. Subsequently, in field negotiations in this preparatory survey, we presented the Japanese universities that were most highly evaluated from among the Japanese universities that had submitted proposals for each component to the Pakistan government side and explained the characteristics of the universities. As a result, agreement was reached on the host universities and number of places in accordance with the evaluation of the Japanese side, as shown in the table below.

**Table 20 Host University (JDS Pakistan: 2023-2026)**

JDS Priority Areas (Sub-Program)	JDS Development Issues (Component)	Host University	Graduate School (GS)	Maximum number of slots
<b><u>1. Improvement of Economic Infrastructure and Human Security</u></b>	1-1 Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)	International University of Japan	GS of International Relations	<u>5</u>
		<u>Meiji University</u>	<u>GS of Governance Studies</u>	<u>2</u>
		Ritsumeikan University	<u>GS of Economics</u>	<u>2</u>
	1-2 Enhancement of Industrial Promotion and Investment Climate	International University of Japan	<u>GS of International Management</u>	2
		<u>Ritsumeikan University</u>	<u>GS of Policy Science</u>	2
	1-3 Enhancement of Energy Policy and Response to Climate Change	Hiroshima University	GS of Humanities and Social Sciences	<u>2</u>
		<u>Nagoya University</u>	<u>GS of Environmental Studies (Conducted in strong collaboration with the GS of Engineering)</u>	<u>1</u>
	1-4 <u>Enhancement of Agribusiness and Food Security</u>	Hiroshima University	GS of Humanities and Social Sciences	<u>1</u>
Total (Master's Program)				<u>17</u>

Note: Field, universities and number of people changed from the current phase are in underlined bold letters.

In Component 1-1 “Enhancement of Public Administration and Finance,” host universities in the current phase was reconsidered with regard to the field and the increase of number of slots for this Component, resulting in that three universities accepted the fellows.

In Component 1-3 “Enhancement of Energy Policy and Response to Climate Change” and Component 1-4, “Enhancement of Agribusiness and Food Security,” for which the number of accepting slots was reduced, the host universities in the current phase were reconsidered. The former Component was combined with Component 2-1 “Strengthening Disaster Management Capacity.” However, as the number of slots was reduced, two universities accepted the fellows. In the next phase, Nagoya University Graduate School of Environmental Studies obtained internal consent for integration into Component 1-3 and acceptance of one fellow.

(4) Consideration of accepting JDS participants to the doctoral programs

Considering the application results that the number of doctoral courses has fewer applicants than that in the past three years in the current phase, it was agreed to reduce the number of slots

in the second phase and keep one slot.

Through hearings, etc., it was confirmed that completing a doctoral course does not directly lead to promotion. On the other hand, it was also confirmed that the higher the positions, the percentage of doctoral degree holders tends to be high from the fact that the percentage of the number of doctoral degree holders with BPS 20 to 22 against the number of holders with BPS 17 to 22 (14%) is higher than the percentage of the number of officers with BPS 20 to 22 against the number of all officers with BPS 17 to 22 (5.9%).

In addition to the need for expertise beyond a master's degree, it was confirmed that the acquisition of a doctoral degree would enable the fellows to be assigned to a higher position and that the fellows could be promoted to BPS 20 (Joint Secretary class) position. In particular, officers in the Economists and Planners group belonging to the Ministry of Planning, Development, and Special Initiatives, which has dispatched their officers to JDS (master's program) in the past, need a high level of expertise in economics and related fields. Among officers in the Economists group, who are in charge of development projects in ministries/divisions in the federal government, doctoral degree holders tend to be assigned to higher positions after obtaining a doctoral degree. In fact, two of the four Joint Chief Economist/Economic Advisor (BPS 21) of the Economists group hold doctoral degrees (in Economics).

Doctoral degree holders are generally qualified to teach at some higher education-related institutions, and if JDS returned doctoral degree holders are appointed as instructors at the Civil Service Academy (an academy where newly employed officers who have passed the Central Superior Service (CSS) examination attend for trainings before joining the Ministry), they can be expected to indirectly serve as a bridge between Pakistan and Japan by sharing their experiences in Japan with future secretaries.

Although only one fellow was sent in the past three years, 4 persons made inquiries the JDS doctoral program, as application requirements have been reviewed to include fellows who complete a university master's program in OECD member countries from the recruitment and selection at the 4th batch. These 4 fellows include Cadre at the Ministry of Planning (completed a master's degree in economics and public policy at University of Tsukuba) who have pursued a career at the Ministry of Finance (External Finance department). Applications from key ministries and organizations can be expected in the future.

In consideration of the survey results above, the Japanese side determined that the reasons for securing 1 slot are sufficient, and the agreement was reached to secure 1 slot in the Minutes of Discussions. It has been confirmed that there are several JDS returned fellows who are considering to apply for JDS doctoral program. It is expected that the number of applications will increase further as the number of JDS returned fellows who hold master's degree increases. Pakistan also expressed its strong request to secure a number of slots for the doctoral program.

The table below shows the number of doctoral degree holders in major ministries in Pakistan.

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

(1) Operating Committee members

It was agreed upon that, based on the JDS Operation Guidelines, Operating Committee consists of three Pakistani members, Ministry of Economic Affairs, Establishment Division and Ministry of Foreign Affairs, and two Japanese members, JICA Pakistan Office and Embassy of Japan in Pakistan as current phase, as well as Ministry of Economic Affairs in “Chair” and JICA Pakistan Office in “Co-chair”.

**Table 21 Operating Committee Member of the JDS in Pakistan**

Country	Role	Current Phase	Next Phase
Pakistan	Chair	Ministry of Economic Affairs	Ministry of Economic Affairs
	Member	Establishment Division	Establishment Division
	Member	East Asia & Pacific Division, Ministry of Foreign Affairs	East Asia & Pacific Division, Ministry of Foreign Affairs
Japan	Co-Chair	JICA Pakistan Office	JICA Pakistan Office
	Member	Embassy of Japan in Pakistan	Embassy of Japan in Pakistan

(2) Role of Operating Committee

From the next phase onwards, in the JDS Pakistan, it will be strengthened to encourage applications through seeking broad cooperation from the ministries and networks in the recruitment process, posting recruitment information on the web pages of relevant organizations, etc. As the Operating Committee has been discussing on better management of the project, acquisition and selection of applicants, it is hoped that cooperation will continue to be obtained in the next phase.

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

Since the JDS project is not just a scholarship program but an input for development, the implementing agent will mention the importance of the role of the Operating Committee and reaffirm cooperation as members of the Operating Committee in order to promote strategic use of the JDS project by the Federal Government of Pakistan.



**Table 22 Role of Operating Committee**

<b>Role</b>	<b>Details</b>
Formulate the recruitment and selection plan	<ul style="list-style-type: none"> <li>• 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 Pakistan’s National Development Program and general aid principles in Japan</li> <li>• Selection principles determined in accordance with the JDS Operation Guidelines</li> </ul>
Interview the candidates	<ul style="list-style-type: none"> <li>• At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates</li> </ul>
Select JDS fellows from the candidates	<ul style="list-style-type: none"> <li>• The final candidates chosen through the selection process are approved by the Operating Committee</li> </ul>
Promote effective utilization of JDS returned fellows and follow-up	<ul style="list-style-type: none"> <li>• JDS returned fellows are assisted to find employment with their former employers</li> <li>• Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project</li> </ul>
Others, supervision of the JDS project	<ul style="list-style-type: none"> <li>• Principles to be determined when JDS returned fellows occur and necessary measures to be undertaken</li> <li>• 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</li> <li>• In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions</li> </ul>

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

Under the framework agreed upon during the field survey in December 2021, in master programs, and basic plans will be prepared for each JDS priority area (sub-program) and the contents will be explained.

Each basic proposal outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in Pakistan in each of the JDS priority areas. In addition, it sets out the principles of aid provided by Japan, provides a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the host Japanese universities. The JDS fellows for four terms will be formulated as a single package or phase. The JDS fellows are sent under the same sub-program/component, nominated government body and host university for 4 batches, in accordance with the basic proposal. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of the nominated government body.

The following table shows the qualification requirements for JDS in Pakistan. The details of other eligibility requirements will be discussed and decided at the Operating Committee Meeting and others.

**Table 23 Qualifications and Requirements of the JDS Project in Pakistan**

Qualifications and Requirements	
Nationality	Citizens of the Islamic Republic of Pakistan
Age	Between 25 and 40 years old as of 1 <sup>st</sup> April of the admission year
Academic Background	Possess a Bachelor Degree authorized by the Government of Pakistan or other countries 16 years of formal education is required (in principle), however, relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
Qualifications of applicants	CSS/Cadre officers Federal Ex-Cadre officers (BPS 17 and above, excluded officers who belong to Corporate Bodies)
Work Experience	Required at least 3 (three) years of work experience including a period of probation as full-time employee after entering public service at the time of application
Language Proficiency	Have a good command of both written and spoken English at graduate level TOEFL 500-550 / IELTS 5.5 or equivalent is preferable (not required)
Health Condition	Mentally and physically in good health
Others	Not being awarded or scheduled to receive another scholarship
	Have not obtained a master's or higher degree overseas under the support of foreign scholarship
	Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Pakistan as well as the establishment of amicable relationship with Japan
	Not being registered as military personnel

2-1-4. Acceptance into the doctoral program

As mentioned above, it was agreed that the number of slots would be reduced to 1 from the next phase. The detailed acceptance policy for the next phase will be decided at the 1st Operating Committee meeting, based on the following objectives and basic policy.

**i) Objectives**

The objective of establishing the doctoral program in the JDS project is to develop human resources who are capable of decision-making and policy judgments on development issues in the target countries with a broader perspective, based on highly advanced knowledge and research ability; these human resources will also be able to take the initiative in international discussions as a representative of their country, and to exercise influence domestically and internationally, based on a global perspective and the person-to-person networks they build. An additional purpose is to develop truly pro-Japan leaders in the target countries by establishing more developed relationship with Japan through consistent study in the master's and doctoral programs.

**ii) Basic policy**

- (1) All master's degree holders of universities in OECD countries including Japan are eligible.
- (2) Under 45 years old as of 1st April of the admission year

(3) Cadre officers must return to their home country after completing their master's degree, are engaged in civil services for at least two years, and study abroad again with the approval of their home ministry. (For Ex-Cadre officers, there is no provision regarding the period of reinstatement.)

(4) The maximum period of study in the doctoral program is three years.

(5) The doctoral quota does not have a target, and will be applied only when qualified candidates become available.

(6) In principle, the research should be in a field within the framework of Pakistan JDS, and it is assumed to apply to the same host university or graduate school in the JDS master's program.

### **iii) Acceptance**

The support period is three years at the maximum<sup>46</sup>. The scholarship while staying in Japan is provided in accordance with the rules of the doctoral program of the Japanese Government (MEXT) Scholarship.

### **iv) Recruitment/selection method**

Applicants for the doctoral program are recruited and selected separately from those for the master's program, and determined by the JDS Operating Committee. Applicants must obtain the approval from the host university together with the necessary documents including the guidance plan and letters of reference in advance, and submit a set of application documents accompanied by their research plan. The JDS Operating Committee will make the selection.

In consideration of the feasibility of obtaining a doctoral degree in a doctoral course (3 years), it is required to publish a paper in an internationally recognized academic journal (refereed). The JDS Operating Committee will review the details of international recognition and peer-reviewed status of academic journals individually.

If the number of applicants exceeds three times the number of accepted 1 slot, document screening will be conducted to narrow down the candidates to 3. The Operating Committee will then conduct interviews to determine the final candidates.

Unlike the master's program, the JDS doctoral program requires the final candidate to apply to a host university and take an entrance examination by himself/herself. If a candidate fails the entrance exam, the right to study in the JDS project is revoked, so it is not always possible for one person to study in the doctoral program every year.

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<sup>46</sup> Extensions of up to six months are acceptable only when obtaining a doctoral degree is highly prospected.

**Table 24 Doctoral program in JDS Pakistan, eligible criteria**

Qualifications and Requirements	
Nationality	Citizens of the Islamic Republic of Pakistan
Age	Under 45 years old as of 1 <sup>st</sup> April of the admission year
Academic Background	Master's degree holders of universities in OECD countries including Japan
Qualifications of applicants	CSS/Cadre officers Federal Ex-Cadre officers (BPS 17 and above, excluded officers who belong to Corporate Bodies)
Work Experience	Required at least 3 (three) years of work experience including a period of probation as full-time employee after entering public service at the time of application
Language Proficiency	Follow the university's application requirements
Health Condition	Mentally and physically in good health
Others	Not being awarded or scheduled to receive another scholarship
	Have not obtained a master's or higher degree overseas under the support of foreign scholarship
	Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Pakistan as well as the establishment of amicable relationship with Japan
	Not being registered as military personnel

**2-1-5. Active recruitment of female applicants**

In view of the small number of female finalists in the JDS Pakistan, with the exception of the first batch of the current phase, women are selected when male and female applicants compete for the remaining one slot within one point of each other, as a response similar to the measure of giving points to women. The above measures, although not specifically and publicly advertised, are taken into account when determining the final candidates after approval by the Operating Committee. In this way, consideration is given to produce as many JDS female fellows as possible, and the goal is to achieve a healthy gender balance in the JDS project.

**2-2. Obligations of Recipient Country**

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

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

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

### 2-3. JDS Project Implementation Schedule

When the Ministry of Foreign Affairs in 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 8 below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “implementing agent” to the government of Pakistan. The Agent will conclude a contract with the government of Pakistan to implement JDS project on behalf of the government.

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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 7 Implementation Process**

### 2-4. Application and Selection Methods

#### 2-4-1. Application Method

##### (1) Application Tools

In the recruitment of the next phase, it is preferable to distribute posters and leaflets in English, publicize the program on the websites of the ministries and organizations to which the Operating

Committee members belong and on Facebook, and provide word-of-mouth support from JDS returned fellows. We asked each target organization to post a call on their social network (Facebook, etc.) last year, and will continue to use these tools for recruitment activities in the next phase. In addition, it is also possible to share a video with the same content as the promotion seminars and direct those who access the JDS website to the video link so that those who are interested in the program can obtain more information.

Since many Pakistanis use social networking services, it is expected to increase the number of applicants by disseminating timely and up-to-date information to potential candidates, as well as introducing the university and Japan by the JDS current fellows in Japan, and conveying the appeal of JDS, including the activities of the returned fellows. An application website, JDS project pamphlets, posters and leaflets will be prepared as application tools. The number of copies and design will be determined by the Operating Committee.

## (2) Application Method

The implementing agent distributes recruitment brochures, posters, and leaflets to target organizations through the Operating Committee.

For the recruitment in the 4th batch of the current phase, as shown in the table below, the implementing agent visited a significant number of government ministries, including local cities. As with the achievements, the implementing agent will hold promotion seminars for targeting potential candidates of the federal government officers, as well as officers in human resource department in the next phase. As for the holding of promotion seminars in local cities, the implementing agent will also consider holding the meeting online depending on the safety situation.

**Table 25 Achievement of promotion seminars in the 4<sup>th</sup> batch in the current phase**

Target	Date	Ministry/organization to visit
Potential candidates	18 <sup>th</sup> November, 2021	Auditorium in the Ministry of Planning
Officers of human resource department	25 <sup>th</sup> October to 22 <sup>nd</sup> November, 2021	1. Target ministries/organizations of the JDS Pakistan: Ministry of Finance, Ministry of Economic Affairs, Ministry of Planning, Ministry of Interior, Ministry of Law and Justice, Ministry of Human Rights, Ministry of Commerce, Ministry of National Food Security and Research, Ministry of Energy, Ministry of Water Resources, Ministry of Industries and Production, Board of Investment, National Disaster Management Authority, Pakistan Meteorological Department
		2. Other ministries/organizations related to the JDS Pakistan: Prime Minister's Office, Cabinet Secretariat, Establishment Division, Ministry of Overseas Pakistanis and Human Resource Development, Ministry of Information and Telecommunication, Ministry of Privatization, Ministry of Housing and Works, Ministry of Railways, Ministry of Federal Education and Professional Training, Ministry of Science and Technology, Auditor General of Pakistan, Pakistan Environmental Protection Agency, etc..
	23 <sup>rd</sup> to 24 <sup>th</sup> November, 2021	3. Offices of Federal Government in Lahore: Auditor General of Pakistan, Ministry of Railways, Ministry of Commerce, Civil Service Academy

In addition, as one of the barriers to encouraging applications, it has been found that due to the insufficient circulation of documents within the ministries and organizations, the JDS recruitment guidance documents were not distributed and that it took a great deal of time to transmit information. Therefore, in the next phase, the following measures will be taken to disseminate recruitment information to the ministries as early as possible and to obtain more applicants from the target organizations that meet the objectives of the JDS.

1) Immediately after JDS recruitment is officially announced, links to JDS recruitment information will be posted on the websites of ministries and organizations to create an environment in which the information can be accessed more quickly.

2) The implementing agent will hold promotion seminars at venues in ministries and organizations that had limited access such as the Ministry of Foreign Affairs, Federal Board of Revenue and others, and encourage applications by officers affiliated with those ministries and organizations.

In the next phase of the project, the implementing agent will encourage the cooperation of JICA experts and others in publicizing the recruitment information so that it can be effectively communicated to as many potential candidates as possible, and the implementing agent will also request the cooperation of the JDS returned fellows in recommending excellent candidates.

In addition, it is also important to share the materials used in the promotion seminars with potential candidates who have accessed the website and downloaded the application forms, as well as those who attended the promotion seminars, and to inform them of the application deadlines by e-mail for encouraging them to apply.

Compared to other donor scholarship programs in the country, the most distinctive feature of the JDS project in Pakistan is that recruitment and selection is limited to “Federal Government officers”. In order to secure even higher quality personnel among civil servants, it is important to fully utilize the aforementioned recruitment tools to attract as many applicants as possible and maintain a high competitiveness.

#### 2-4-2. Selection Methods

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

Based on the security situation in the Kashmir region and neighboring Afghanistan, expert interviews in Pakistan were mainly conducted by using the JICA video conference system and the online conference system. In the next phase, the implementing agent will consider an appropriate interview method according to the security situation.

In Pakistan, the number of female applicants in the current phase remained around 16% and the percentage of successful applicants was 18%. For example, the Pakistani Central Superior Service's recruitment examination system allocates 10% of successful candidate quota to women. In this way, the promotion of women's participation is consistent with the efforts of the Government of Pakistan, and it is necessary to consider and implement specific measures to encourage female candidates to apply.

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

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

For this reason, in addition to quality education and research at each host university, it is desirable for the JDS project to improve the quality of existing programs such as orientation before and after coming to Japan, special programs offered by universities, joint programs, etc., and provide more opportunities useful for the JDS fellows such as networking events during their stay and internship programs at JICA or other organizations.

### **2-5-1. Orientation Content**

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 returning fellows, 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 Pakistan, (2) Programs to improve self-awareness as JDS fellows such as courtesy call to the president of JICA, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

After arrival, the gist and objectives of this project, the roles JDS fellows are expected to play and possibilities of coordinating with other projects will be communicated to improve recognition of participation to the JDS project and their motivation. By incorporating leadership training and through active group work, the fellows will be urged to have a sense of purpose as leaders and an opportunity to learn about what elements are necessary to become a leader. University faculties will be requested to give lectures on the basic knowledge of Japanese politics, economy, society and culture.



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

The Japanese language training will be implemented for around 100 hours. JDS fellows will not only gain necessary conversation ability in Japanese, they will also gain an understanding of Japanese culture, lifestyle and social manners through hands-on learning, and they will be taught useful communication techniques for daily life. Learning Japanese is useful not only for facilitating the student life of JDS fellows, but also for building a network with Japanese people and should increase the number of learning hours in the future.

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

In regards to the impact of the new coronavirus infectious disease that occurred in 2020, it is difficult to predict the impact of orientation before and after training for JDS fellows in the next phase, which will be accepted from the next fiscal year. Considering the social changes with and 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. Enrichment Programs

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

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

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

In the JICA Basic Research conducted in FY2019, recommendations were made as shown in the table below as a means of adding value and branding JDS so that it can continue to be recognized as a highly valuable scholarship program. As mentioned above, some of these programs are already implemented, but it is necessary to promote the initiatives recommended in order to differentiate JDS as a scholarship program with more distinctive features.

**Table 26 Value-adding measures to make JDS more attractive<sup>47</sup>**

<b>Timing</b>	<b>Examples of initiatives to increase the added value of JDS</b>
Pre-departure	Strengthening of Japanese language training (to be conducted for about 3 months)
During study in Japan	Exchange event with JICA, Japanese ministries, local governments and other government agencies
	Lectures on Japan's development experience, Japanese politics and administration, Japanese diplomacy and Asia/Africa, Japanese culture and society
	Leadership Trainings
	Internships in government agencies, NGOs, companies, etc.
After returning to home country	Hospitality and ceremonies as JDS fellows (such as courtesy calls to high-class persons when visiting Japan)
	Strengthening follow up activities
	Sharing and dissemination of the list of JDS returned fellows to related organizations in Japan
	Creating an online database of lists of JDS returned fellows
	Support for the alumni network
	Support for research activities of JDS returned fellows and support for their families

### 2-5-3. Special Program Content

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

The special program consists of the following aims.

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

<sup>47</sup> JICA/IDCJ(2020), "JICA Basic Study: Evaluation of Effectiveness on the JDS project 2019", pp.110-2

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

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

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

## **2-6. Monitoring, guidance and counselling**

### 2-6-1. Implementation system

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

### 2-6-2. Guidance and counseling

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

### 2-6-3. Monitoring

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

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

periodic and other public relations reports on the project.

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

#### 2-6-4. Response in case of emergency

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

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

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

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

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

#### 2-7. Follow-up

JDS project offers an opportunity to obtain a master and doctoral degree in Japan to young civil officers who are expected to play active roles, engage in social and economic development policies as well as contributing with a solution of development issues in Pakistan as core human resources. They are also expected to establish the partnership between their country and Japan through human resource network gained from their postgraduate study in Japan. In order to achieve the higher-order goals of the JDS project, it is important not only to provide the

opportunity for JDS fellow to acquire professional knowledge, research, and build human network but also promote various follow-up method for both the fellows in Japan and returned fellows. In order for the follow-up to be effective, it will largely depend on the understanding, cooperation, and proactive efforts of the government and the people involved in the project.

In JDS Pakistan, the 1st batch of fellows arrived in Japan in 2019, and as of January 2021, only 17 fellows in the 1st group completed a master's degree and returned to their country. However, the number of returned fellows will steadily increase in the future. Furthermore, to achieve the goals of the JDS, it is necessary to support JDS fellows so that they will take or be promoted to a position that will contribute to the development of Pakistan after they return to the country. It is also effective that the Pakistani Operating Committee shares the achievements of the past JDS projects and the successful activities of the returned fellows to the target organizations, and that it asks the target organizations to consider reinstatement and assignment to an important post, as JDS fellows are qualified to contribute to the development of Pakistan.

#### (1) Follow-up methods for JDS fellows while studying in Japan

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

In addition, as described in Section 2-5-3, “Special Program Content” in this chapter, as for internships which are highly requested by JDS fellows, JICA and the Ministry of Foreign Affairs have so far implemented short-term internships. However, it is difficult to find ministries and organizations which is willing to accept fellows due to the complexity of preparation and communication issues. Therefore, in the future, the implementing agent will consider providing internship opportunities not only to ministries but also to related organizations.

#### (2) Follow up for JDS returned fellows after returning to their home countries

As part of the follow-up focusing on JDS fellows who have returned, it would be ideal to establish an alumni association limited to such returned fellows; however, the number of returned fellows is still small, and it takes a certain amount of time to implement practical activities and management. One realistic approach would be for JDS students to participate in the long-term trainee network that the JICA Pakistan office is planning to set up.

It is also worth considering the idea of expanding the network of returned fellows in Pakistan to the South Asian region rather than limiting it to Pakistan alone. As the number of global issues that need to be solved such as the spread of COVID-19 and environmental problems, etc., is rapidly increasing these days, we would like to consider building a network of JDS returned

fellows from a neighbor countries' perspective. For example, the Japan Foundation provides subsidies as part of reinforcing Japan–SAARC relations, and groups of returned fellows in India, Sri Lanka, Pakistan, Nepal, and Bangladesh gather in a different country each year to hold Japanese-language speech contests. It is considered that the opportunity to participate in such activities creates the possibility of cooperation, leading to the diversification of follow-up activities.

In terms of competition with donors from other countries, one of the dominant features of the JDS project is that it provides opportunities for exchanges among officers in the same field, such as economics, taxation, health and disaster management. Therefore, it would be effective to establish a system that allows JDS returned fellows to continue such connections even after they return to their home countries, with the support of the implementing agent in Japan, etc. It would also be effective to create a place where they can share their experiences in Japan in a sustainable manner, such as by seeking collaboration with former students who studied in Japan in other schemes. The enhancement of follow-up activities for JDS returned fellows can be one of the comparative advantages of JDS, and Japan needs to provide lateral support for the activities of these former students.

## **2-8. Strengthening Japanese proficiency for greater diplomatic significance**

Since the establishment of a Japanese-language course in the JDS is expected to foster JDS alumni as true Japanophile and help them become counterparts with a deep understanding of Japan, we conducted a study on the possibility of establishing a JDS Japanese-language course in the JDS Preparatory Survey for FY2020. As a result, it was decided not to establish a fixed Japanese-language course, but to consider the possibility of flexibly responding to applicants who meet the eligibility requirements under the circumstances where there are needs and a system that can be utilized after their return. Based on this policy, a survey was conducted to understand the needs of target organizations and more effective targets for the Japanese-language course in Pakistan.

### **2-8-1. Examination from a Diplomatic Point of View Related to Learning and Mastering Japanese Language and the Acquisition of Degrees**

#### **(1) Significance of Learning and Mastering Japanese Language**

To provide foreigners with opportunities for Japanese language education, thereby expanding the range of Japanese learners, is remarkably effective<sup>48</sup> for enhancing interest in and understanding about Japan in foreign countries, and it is the first step for fostering pro-Japanese persons who are knowledgeable about Japan. Furthermore, in order to more deeply understand Japanese policy purposes, the Japanese way of thinking, Japanese culture, and Japanese society behind such Japanese policy purposes, knowledge about the Japanese language is an important

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<sup>48</sup> Report in the Council on the Movement of People across Borders of the Ministry of Foreign Affairs of Japan in

element. Reinforcing Japanese language training for foreigners (e.g., government officials and diplomats) who become foreign partners with Japan is considered to be significant for enhancing the bilateral relationship and fostering pro-Japanese persons who are knowledgeable about Japan<sup>49</sup>.

Moreover, in light of the viewpoint of public diplomacy, while expanding a range of pro-Japanese persons who are knowledgeable about Japan, Japan's soft power effectiveness will be continuously extended while relevant personnel stay in Japan and even after they have returned home. In order to do so, it is important to increase personnel who are able to have sufficient listening comprehension and speaking abilities (apart from whether or not their level of Japanese has reached the academic level).

## (2) Acquisition of Degrees in Japanese Language

In addition to (1) above, acquiring degrees in the Japanese language allows relevant personnel to be able to have deep discussions and think including in specialized fields beyond the daily conversation level, and to expand the range of communication with Japanese people. Therefore, they are expected to considerably contribute to construction of a firm network involving international students and Japan, thereby contributing to further enhancement of the bilateral relationship and fostering of pro-Japanese persons who are knowledgeable about Japan.

Furthermore, as a significant reason for implementing Japanese courses through JDS, in addition to (1) above, JDS targets government officials who contribute to policymaking. As described above, through the synergistic effect of "specialized field × Japanese language," it is expected that a firmer network will be constructed involving JDS fellows and Japan, in other words, Japanese specialists and Japanese government officers in the same field. Due to promotion of the gigantic "One Belt, One Road" Initiative trade bloc, establishment of the Confucius Institute<sup>50</sup>, and the like, the Chinese government is spreading its influence worldwide. In the midst of this, as one of the proposals for a strategy unique to Japan, through JDS Japanese courses, fostering a small but powerful group of core personnel who are truly familiar with Japan and have a firm relationship with Japan is considered to be remarkably significant in terms of diplomatic significance, project outcomes, and added value.

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2008: "Measures and Systems for Strengthening Japan's Ability to Communicate: Increasing the Number of People Who Understand and Admire "Japan"", 3.(2) "Japanese Language Education" (p10) (in Japanese) ([https://www.mofa.go.jp/mofaj/annai/shingikai/koryu/pdfs/toshin\\_ts.pdf](https://www.mofa.go.jp/mofaj/annai/shingikai/koryu/pdfs/toshin_ts.pdf))

<sup>49</sup> Research Committee on International Economy and Foreign Affairs, the House of Councillors, the National Diet of Japan in 2019: "Research Report on International Economy and Diplomacy", iii."2. Promotion of Human Exchange for Confidence Building as a Basis for Peace" (p56) (in Japanese) (<https://www.sangiin.go.jp/japanese/chousakai/houkoku/dai11ki/kokusai2019.pdf>)

<sup>50</sup> Establishment of the Confucius Institute is a national project of the Chinese government for promotion of internationalization regarding the Chinese language education and introduction of Chinese culture that began in 2004. There are Chinese language education institutions established in many nations around the world (550 locations of 162 countries). Such institutes have been established within 15 universities in Japan. In August 2020, the U.S. government stated to the Confucius Institute that "the Confucius Institute would be designated as an institution of a foreign government, as is the case with foreign embassies."

### (3) Other

Even when certain international students acquire degrees in English because it is difficult to obtain degrees in Japanese, by sufficiently supplying opportunities for studying Japanese, such students will become more strongly interested in Japanese culture and tradition. Moreover, in relation to their specialized fields, they are expected to contribute to the construction of a firm, continuable network with experts, government officers, etc. in the same fields even after returning home. As a result, it seems that it is possible to contribute to enhancement of a bilateral relationship and fostering of pro-Japanese persons who are knowledgeable about Japan.

#### 2-8-2. Survey concerning Local Needs

In the needs assessment survey on studying abroad in Japanese, interviews were conducted with 19 key ministries and organizations, and the following comments were received as valid responses:

- Ministry of Planning, Development and Special Initiatives: There is no need in the Ministry to send officers to master's programs in Japanese. There are no Japanese-speaking officers in the Ministry. However, participation in the JDS will lead to professional development of the officers.
- Ministry of Law and Justice: There is no need for the Ministry to send officers to master's degree programs in Japanese. However, some knowledge of Japanese may be useful when learning about Japanese society and the legal system, and participating in the JDS will be a great benefit for the officers to be able to compare the legal systems of other countries, such as Japan.
- Ministry of Foreign Affairs: There is no need for the Ministry to send officers to a master's program in Japanese.
- Ministry of Finance: There is no need for the Ministry to send officers to a master's program in Japanese. However, it is possible that there are officers who would like to study privately.
- Board of Investment: There is no need for the Ministry to send officers to a master's program in Japanese, but it is very advantageous to learn the language of the destination country. In fact, one of the officers who participated in the KOICA scholarship and returned home having also learned Korean has maintained relations and contact with Korean officers since returning home; learning Japanese at JDS will facilitate communication with Japanese companies and Japanese-related organizations.

A survey of target ministries and organizations using the questionnaire did not identify any Japanese-speaking officers in the two valid responses (Ministry of National Food Security and Research, and Ministry of Planning, Development and Special Initiatives). These results indicate



that there are very few potential candidates in Pakistan who meet the need for degrees in Japanese and the Japanese language proficiency requirements desired by Japanese universities, and it is highly unlikely that there will be a reliable number of applicants each year.

### 2-8-3. Japanese Language Learning Opportunities in Pakistan

There are three institutions of higher learning for Japanese language education in Pakistan: the Department of Japanese Language at the National University of Modern Languages in Islamabad, the Bachelor of Computer Science program at Indus University (private) in Karachi, which Japanese language classes are required, and the Faculty of Humanities at University of Karachi (public), which Japanese language classes are elective courses. In addition, there are five private Japanese language schools. The total number of students studying Japanese is 587 at the above 8 institutions<sup>51</sup>.

[Department of Japanese Language, National University of Modern Languages]

Unlike most departments, which require four years of enrollment to earn a degree, the course of study at the Department of Japanese Language at the National University of Modern Languages takes about one and a half years to complete and is awarded a certificate of completion. Therefore, the Department, which has approximately 90 students enrolled, offers daytime and evening classes, and includes many military personnel and working adults. The course is divided into beginner and advanced levels, but the level of Japanese language attainment is such that students are able to take the N4 exam after completion of the course. Motivations for enrolling students include the expansion of employment opportunities in Japan and an increased interest in learning Japanese through anime and other media. All teachers, except one Japanese, are Pakistani, and the highest level of Japanese is N3.

The Department serves as the institution and venue for the Japanese Language Proficiency Test in Islamabad, and the test is held twice a year. When the test was held last July, it attracted approximately 400 examinees, but the number has been increasing in recent years, partly due to the “Memorandum of Cooperation on a Basic Framework for Information Partnership for Proper Operation of the System Pertaining to Foreign Human Resources with the Status of Residence of “Specified Skilled Worker”” signed between the two countries in FY2019. Level of most of the examinees are taking N5.

In addition, the Department has been asked to cooperate in dispatching teachers and recruiting students for Japanese language classes planned by the Ministry of Overseas Pakistanis and Human Resource Development, the Pakistani counterpart to the memorandum of understanding on the "specified skilled worker" mentioned above. It is anticipated that such collaboration with the Federal Government will increase in the future. In light of this, it is important to actively explore

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<sup>51</sup> Japan Foundation, “Pakistan” (in Japanese)  
(<https://www.jpf.go.jp/j/project/japanese/survey/area/country/2020/pakistan.html>)

the possibility of future collaboration in areas such as pre-departure Japanese language training for JDS fellows.

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

Based on the results of the above survey, we believe that a degree in Japanese is significant to further the diplomatic impact of the program and to realize the objective of fostering true intellectuals of Japan. However, the low need for a degree in Japanese within the Government of Pakistan and the small candidate pool make it difficult to secure stable candidates. Therefore, it is considered to be difficult to introduce a master's degree program in Japanese language.

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 incentives<sup>52</sup>, or set up Japanese language courses while they are studying in Japan as follows.

- Implementation of regular Japanese language courses that are JDS projects 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)

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<sup>52</sup> 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**

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

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

With the ultimate goal of becoming one of the world's top 10 economies by 2047, the year marking the country's 100 years of independence, the Government of Pakistan aims to join the ranks of the top middle-income economies by 2025 based on its long-term national strategy, "Vision 2025," which identifies the following seven development issues: (1) the development of human and social capital; (2) sustainable and uniquely inclusive growth; (3) public sector governance, institutional reform, and modernization; (4) security of energy, food, and water; (5) private sector and entrepreneur-led growth; (6) the development of a competitive knowledge economy through added value; and (7) the improvement of transportation infrastructure and further interregional linkages.<sup>53</sup>

Since the JDS project in Pakistan covers a wide range of areas such as the economy, industrial development, climate change, and agribusiness as well as the improvement of the public sector, it can be positioned as part of the support for human resource development that is essential for achieving the goals of the national strategy, which will be implemented in 2025 during the next phase.

#### **(1) Enhancement of Public Administration and Finance**

In "Vision 2025," for example, "(3) Governance, institutional reform and modernization of the public sector" sets a numerical goal of achieving the 50 percentile rank in "Absence of Political Stability and Violence" and "Control of Corruption" of the Global Governance Indicators (WGI). However, it has been pointed out that the government administrators handling such development issues are not sufficiently capable of conducting policy development related to the administration and public finance and system construction. Therefore, JDS is positioned as support to achieve the goals of the said strategy.

#### **(2) Enhancement of Industrial Promotion and Investment Climate**

"Vision 2025" aims to increase GDP per capita from US \$1,300 to US \$4,200 and sets a target of US \$13 billion in foreign direct investment, in order to promote economic development driven by the growth of private companies, add more value to their services, and promote exports and

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<sup>53</sup> Vision 2025 (2014) (<https://www.pc.gov.pk/uploads/vision2025/Pakistan-Vision-2025.pdf>)

investment from abroad. However, the diversification of industries and the increase of high-added-value products are not progressing, and they face insufficient investment, technology, and human resources. By developing government administrators who specialize in these areas, JDS will help achieve the goals of the National Strategy, which makes macroeconomic stability a requirement for sustainable growth.

(3) Enhancement of Energy Policy and Response to Climate Change

“Vision 2025” recognizes the importance of using clean and economical energy and sets the goal of reducing the cost of electricity generation, increasing people's access to electricity, and increasing usable water capacity. Furthermore, due to the occurrence of large-scale flood damage caused by melting glaciers in mountainous areas in Pakistan, the Government of Pakistan recognizes that climate change measures are also an important issue. The JDS will support government administrators who effectively formulate energy policy and effective implementation and promotion of recyclable energy, and are engaged in climate change measures, including “disaster prevention,” to improve their capabilities.

(4) Enhancement of Agribusiness and Food Security

“Vision 2025” sets a numerical goal to reduce the percentage of people with inadequate food security from 60% to 30%, and identifies key industries such as agriculture and rural development policies as an important development issue. However, it has been pointed out that there is a shortage of government administrators engaged in policy formulation in this field, and improvement of their capacity is an urgent task. Regarding the Assessment of Needs as of December 2021, the Ministry of National Food Security and Research, which is responsible for formulating policies in this field, has listed 3 areas: "Animal Science," "Plant Science," and "Social Science"<sup>54</sup>; and it has also become clear that there are needs in areas related to the agricultural economy. For this reason, reflecting these needs, JDS aims to improve the capacity of government administrators in this field from the perspective of agricultural and rural development for socio-economic development.

3-1-2. Conformity with Japanese Cooperation Policy to Pakistan

The “Country Assistance Policy for the Islamic Republic of Pakistan” (February 2018) and the “Business Development Plan for the Islamic Republic of Pakistan (April 2018)” of Japan specify "Improvement of economic infrastructure" as a priority area and support improvement of the administrative capacity of the Government of Pakistan. This project is positioned as a project to develop the core human resources of the supervisory authorities in charge of each field, in order to respond to the following development issues, and it is consistent with the cooperation policies of our country and JICA.

In the JICA Country Analysis Paper on the Islamic Republic of Pakistan (March 2014), JICA

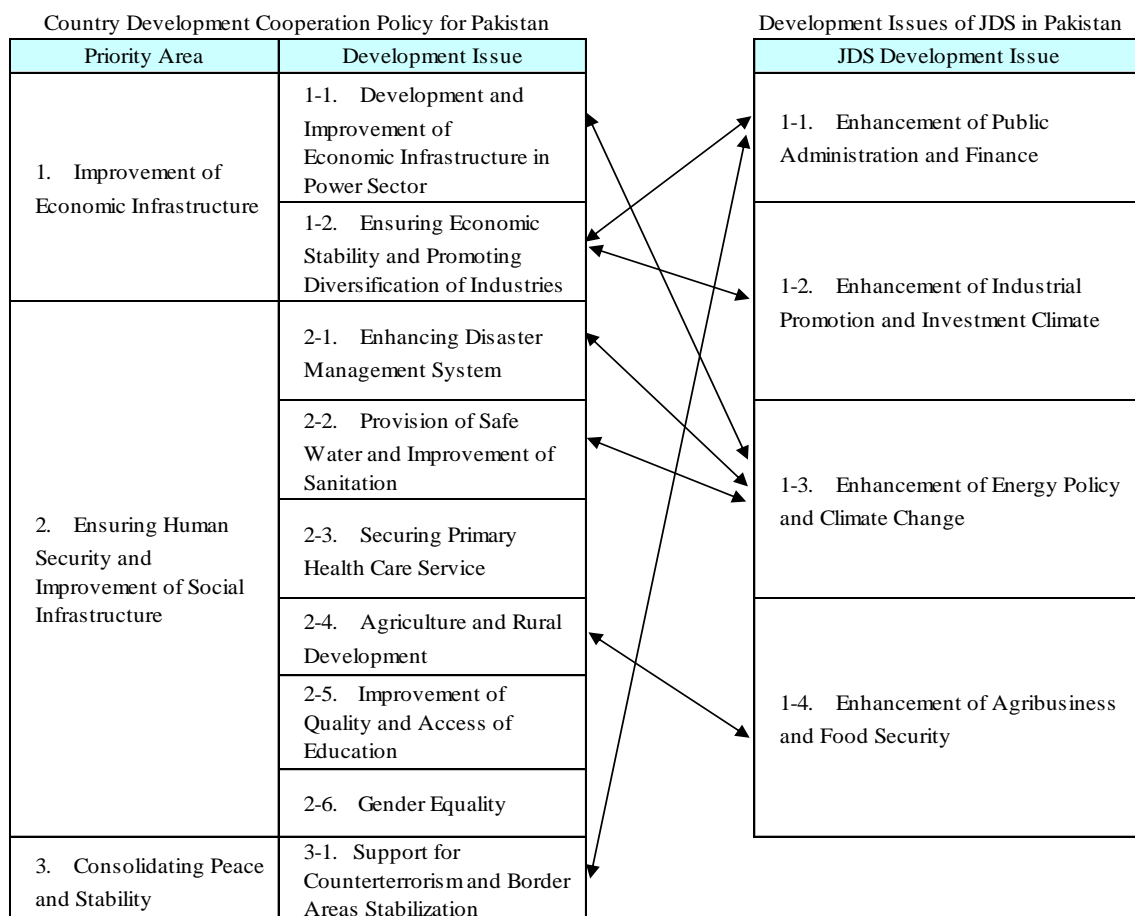
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<sup>54</sup> Based on data obtained in an interview with the ministry

analyzed the importance of building a foundation that enables social stability, achieving industrial diversification and high added value as a receptacle for effectively utilizing the country's human resources, and supporting social stability as a precondition for such diversification and high added value.

In terms of capacity building of civil servants, the JICA Global Agenda includes a priority cluster "Capacity Building of Civil Servants and Public Human Resources" under "12. Governance". The objective is to "establish central and local civil service systems and human resource development that can provide appropriate and efficient administrative services based on universal values such as the rule of law and the perspective of collaboration with residents, as well as to strengthen the capacity for planning and project implementation necessary for service delivery to the public" as the scenario for contribution. This is precisely in line with Pakistan's long-term development plan, Vision 2025, which positions political stability, peace and security, and the rule of law and a just society as essential requirements for the country's development.

The priority areas and development issues of the JDS project have been established in a manner consistent with the policies of the Japanese government, as shown on the following figure, and are extremely consistent.



**Figure 8 Relevance between Japan's aid policy to Pakistan and JDS framework**

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

Target countries for grant aid are determined with reference to the criteria for an interest-free loan qualified country (1,205USD per person, FY2022<sup>55</sup>) of the International Development Association (IDA) of the World Bank Group. A target case is determined on the basis that though a project is a basic area necessary for nation-building and poverty mitigation, it is difficult to conduct such a project with the relevant government's own funds or borrowed funds. Grant aid contributes to nation-building toward the autonomy of the recipient country, broadly in collaboration with technical assistance and interest-bearing loan projects conducted by donors, including Japan.

The per capita GNI of Pakistan is 1,270USD as of 2020<sup>56</sup>. This is a low-and middle-income country in the World Bank classification and exceeds the threshold for eligible countries for interest-free loans. On the other hand, with the sixth-largest population in the world, Pakistan has an abundant young population, and despite its high economic potential, it faces the challenge of overcoming slow growth. There are also issues that hinder economic and social development such as governance, basic infrastructure, and vulnerability to natural disasters. In particular, one dimension of Worldwide Governance Indicators (WGI) of Pakistan, "Political Stability and Absence of Violence" has the lowest level after Afghanistan in Southern Asian countries<sup>57</sup>, and there is an urgent need to improve the administrative capacity to support politics, build institutions, and develop competent government administrators accordingly. Based on these considerations, the implementation of JDS through grant aid is appropriate.

The JDS project is aimed at young government administrators and others in charge of policymaking and implementation of socio-economic development in Pakistan, and JDS fellows are expected to become future leaders with a good knowledge of Japan. As a good supporter of Japan, JDS returned fellows can be valuable diplomatic assets for strengthening bilateral relations. Furthermore, in comparison with the expansion of China that promotes "China-Pakistan Economic Corridor" (CPEC), a part of "Belt and Road Initiative" plan in Pakistan, the JDS project is directly linked to the expansion of trade and investment, etc., with our country and ultimately contributes to the promotion of "Free and Open Indo-Pacific (FOIP)" strategy. As described above, it is very reasonable to promote the JDS project from a diplomatic perspective.

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<sup>55</sup> World Bank, "IDA Borrowing Countries" (<https://ida.worldbank.org/about/borrowing-countries>)

<sup>56</sup> World Bank, "GNI per capita, Atlas method (current US\$)" (<https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=PK>)

<sup>57</sup> World Bank, "WGI 2021 Interactive" (<https://info.worldbank.org/governance/wgi/>)

In addition, Pakistan's location makes it a point of contact between Asia and the Middle East, which is geographically significant, and the country is also adjacent to Afghanistan, where U.S. military completely withdrew in 2021 and the Islamist Taliban came to power. It is therefore one of the countries where reinforcement of counter-terrorism measures is important. The growth of Pakistan as a democratic country will contribute to peace and stability in the South Asian region, which is deeply linked to the security of our country and economic prosperity.

### **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 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 Pakistan 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 Government of Pakistan dispatching JDS fellows to provide support during their study and after their return and, in addition, for the host 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.

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 Pakistan Civil Service System, it is possible to impose an obligation of reinstatement on the civil servants who obtain a scholarship and study abroad. Although only obtaining a master's degree by studying abroad does not affect promotion, by returning to work at the same position as before dispatching, the civil servants can build a career that can make more effective use of the knowledge gained from studying abroad. It is desirable to ensure these obligations in cooperation with the Ministry.

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

In the JICA Basic Research, the factors and elements that affect the results and impact are analyzed as the following table. In order to have a comparative advantage over other donor scholarship projects, it is necessary to maintain and improve the positive factors and also to improve the negative factors.



**Table 27 Factors which influences outcome of JDS from the JICA Basic Research**

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

The following table summarizes the comparative advantages/disadvantages 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 candidates.

**Table 28 Comparison with other donor scholarship programs**

Items	Australia Awards	KOICA	Chevening	Chinese Government	△ ▼*	Remarks
Years of start	1951 *including other countries	1991	-	-	▼	JDS is new and has few returned fellows. At present, JDS is not as well known as other donors.
Slot for civil servants	N/A	Available	N/A	Available *partially	△	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	Around 20	Around 50	Unfixed	△	The fixed number of people allows for the establishment of an ongoing relationship with the country concerned.
Degree	Master	Master and Ph.D	Master	Master and Ph.D	△	There are few opportunities for only civil servants to study for doctoral programs.
Period of study	1-2 years (Master)	1.5 years (Master)	1 year	2-3 years (Master)	△ / ▼	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. The ratio of male to female finalists is 1:1.	KOICA actively recruits women and people with disabilities.	-	-	▼	JDS also hires women when male and female applicants are within one point of each other for the remaining slots, but the small number of female JDS fellows is inferior from the perspective of gender measures.
Support system	Support system by outsourcing	Support from the organization's staff assigned to the university	N/A	N/A	△	JDS assigns an International Student Advisor to each university to provide living arrangements, regular academic and lifestyle monitoring, and emergency response services.
Other	<ul style="list-style-type: none"> <li>• Students are allowed to bring their family members and drive a car.</li> <li>• International education, including study abroad, is an export industry and is positioned as one of the economic policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Family members cannot be brought over.</li> <li>• The program offers a number of short-term training, including for local and provincial government officers.</li> <li>• Participants can join the alumni association.</li> </ul>	<ul style="list-style-type: none"> <li>• The program is open to those who have the potential to assume leadership positions in the future.</li> <li>• If you apply and are accepted to the university, you are eligible to study abroad.</li> </ul>	<ul style="list-style-type: none"> <li>• The program offers a wide variety of study abroad programs, including short-term training and accepts a wide range of students from various fields and universities.</li> <li>• You can bring your family and drive a car at your own risk.</li> </ul>	-	<ul style="list-style-type: none"> <li>• The budget for the special program is allocated for pre-departure training, fieldwork, and supplemental training, which is meaningful for the acquisition of academic skills.</li> <li>• The program is useful for acquiring academic skills.</li> <li>• Joint program is provided for all international students, enabling them to acquire knowledge necessary for public service and networking among them.</li> </ul>

\* “△” stands for “Superiority” and “▼” stands for “Inferiority” from the JDS side.

Furthermore, project partnership with host 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 host universities in the selection, guidance, acceptance, and follow-up system as an advantage to JDS project.

In addition, proactive involvement of the implementing agent in the establishment of project policy each year and its versatile support for JDS fellows, such as recruitment and selection of candidates, send-off, regular monitoring throughout their stay in Japan, alumni activities and reappointment to their original job posts after their return, give JDS project a comparative advantage over other donors. Though the average completion rate of Japan's master's program for the past 10 years (2008-2017) is 87.8 percent that of JDS is 98.7 percent<sup>58</sup> for the past 20 years. This high success rate can be considered a comparative advantage, and the fact that there are provisions to support the return to work after returning home and alumni association activities are also advantages when compared to scholarships from other donors.

### 3-4. Project Evaluation Indicator Data

In the JDS in Pakistan, which has just produced its 1<sup>st</sup> batch of students in 2021, will accumulate this quantitative information through the implementation of the project and evaluate the results and impact.

**Table 29 Project evaluation indicator data on JDS Pakistan (as of May, 2022)**

Inaugural year	2019 (1st to 3rd batch of fellows have been dispatched)	
Number of Slots per year	18	
Fellows accepted	Total	50 (17 in 2019, 15 in 2020, 18 in 2021)
	Sex	Male: 41, Female: 9 (Ratio of female: 18%)
	Average age	34.18 (Upon arrival)
Returned Fellows	Total	17
	Fellows who obtained degree	17 (Completion rate: 100%)
Category of Civil Service	Cadre	21 (42%) 【Occupational Group】 Office Management: 9 (18%)、Pakistan Administrative Service: 3 (6%)、Economist: 2 (4%)、Pakistan Audit and Accounts Service: 2 (4%)、Inland Revenue Service: 2 (4%)、Pakistan Customs Service: 1 (2%)、Commerce 1 名 (2%)、Postal Group: 1 (2%)
	Ex-Cadre	29 (58%)
Category of organization	Ministries/Divisions/Attached Departments: 39 (78%)、Other organizations: 11 (22%)	
Ratio of officers in Managerial posts upon arrival (Deputy Secretary and above)	0 (0%)	

In addition, as items to measure qualitative effects, information will be collected by focusing on the following items as the definition of good practices in JDS.

<sup>58</sup> Master degree acquisition rates in 13 countries targeted for JICA Basic Research in 2019.

**Table 30 Items indicating Qualitative Effects of JDS (Proposal)**

<b>1. Contribution to resolving development issues in the country</b>
Attaining promotion, obtaining influential power inside the organization, and engaging in policy making as a key person
Especially utilizing research conducted on the Master's Degree Course
Conducting activities concerning political measures as a member of JDS alumni
<b>2. Contribution to strengthening relationships with Japan</b>
Engaging in JICA projects as the counterpart
Participating in diplomatic negotiations with Japan
Collaboration with private businesses in Japan and participating in joint research studies with Japanese universities
Implementing activities concerned with strengthening relationships with Japan as JDS alumni members
<b>3. Utilization of networks other than the above</b>
Smoothly conducting services utilizing the JDS fellow network
<b>4. Other secondary outcomes</b>
Contribution to university internationalization (mainly 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 order to investigate the status of effectiveness of the program, in this preparatory survey, in addition to the data analysis survey in line with the quantitative indicators described on the previous page, indicator items for qualitative effectiveness measurement were set, and good practices were collected through questionnaires and interview surveys of returning international students.

(1) Summary of the results of the questionnaire to the JDS returned fellows

① Contribution to the development issues of Pakistan

- I studied and researched design methods and energy efficiency in residential building in JDS project, then after returning to Japan, I am working as coordinator to Federal Minister for Science & Technology. I used my position to anchor the development of Green Building Code for Pakistan and to explore the funding opportunities for this purpose as well. (Ministry of Science & Technology, Assistant Technological Adviser, Kyushu University)
- The design thinking training course I learned at JDS was very effective in helping me think and speak logically, and I make great use of it in my work and training. I started digitization of mail operations at the international mail office to speed up by using my study at JDS. (Pakistan Post Office, Northern Punjab Circle, Assistant Postmaster, Hiroshima University)

② Contribution to strengthening relationship with Japan

- After returning to Japan, I was transferred to the Ministry of Foreign Affairs, where I became involved in the financial matters of all Pakistani diplomatic missions. I am working to respond to requests from the Pakistani Embassy in Japan and try to provide finances and


approvals to strengthen relations with Japan. For example, the Embassy of Pakistan in Japan is planning celebrations for the 70th anniversary of Japan-Pakistan diplomatic relations, and I have tried to get the approval process from the management. (Ministry of Foreign Affairs, Financial Directorate, Deputy Director, International University of Japan)

③ Other secondary effects

- After returning to Pakistan, I continue to communicate with officers from other ministries in Pakistan through the JDS network, as well as with JDS fellows from other countries during their stay in Japan. Sharing my impressions after return, I pass on to potential JDS candidates, thereby helping to secure continued applicants. (Pakistan Agriculture Research Council, Scientific Officer, Ritsumeikan University)
- I keep connections with Japanese professors and JDS fellows from other countries. Communication with them always provide me insightful ideas for approaching any assignment from different perspectives to accomplish the task. I am planning to extend my research further. (Board of Investment, Deputy Director, International Christian University)

(2) Results of the interviews with the JDS returned fellows

Through interviews with two representatives of first-term JDS students in line with the qualitative evaluation indicator data, the survey team collected information on their activities after returning to Japan and good practices during their stay in Japan.

<p><b>Interview with JDS Alumni 1</b></p> <p>Ms. Mushtaq Shazia</p> <p>Deputy Secretary, Textile Division, Ministry of Commerce (Office Management Group))</p> <p>Master’s degree, Graduate School of International Relations, International University of Japan (IUI)</p>	
<p>I joined JDS when I was a Section Officer in the Ministry of Privatization, and upon my return I was promoted to Deputy Secretary and transferred to the Ministry of Commerce at the same time. Currently, I am working in the Textile Wing and involved in policy making for import/export and trade of textile products, one of Pakistan's major industry. Recently, I was also contacted by the JICA Pakistan Office during Reporting Session of 1<sup>st</sup> JDS Alumni and we discussed issues relating to gender parity and competitiveness for the JDS scholarship.</p> <p>In my promotion, my experience of participating in JDS and engaging in research in Japan was very useful. Officers in Federal Government of Pakistan are required to attend a Mid-Career Management Course (MCMC) for about four months before being promoted to Deputy Secretary, and their performance in the course is a major factor in their promotion. In my case, my experience with research, paper writing and data analytics during my studies as JDS fellow helped me to perform better during the training which was also appreciated by National Institute of Management.</p>	

In the future, I hope to be assigned to the posts in the Finance / Economics related Ministries keeping in view my higher studies in economics. In Pakistan, there is currently a lack of proper data collection and analysis skills in policy making. Therefore, I hope to make use of my data analysis skills acquired at IUJ while working in different positions.

I am convinced that JDS is a very good program for female international students because of its support system. I will share my own experiences at JDS pre-arrival orientations and other opportunities, and in particular, I hope to contribute to increasing the number of female applicants.

### **Interview with JDS Alumni 2**

Mr. Nabi Noor

Deputy Director, Finance Directorate, Ministry of Foreign Affairs

(Ex-Cadre Officer)

Master's degree, Graduate School of International Relations,

International University of Japan (IUJ)



I am currently working as a Deputy Director in the Finance Directorate of the Ministry of Foreign Affairs. I am responsible to prepare the annual Budget of the Ministry and smooth execution of the allocated budget to all Foreign Missions particularly, contributions and subscriptions of international organization, as well as dealing the requests of all the Missions Abroad, and pay and allowances of the officers/officials of the Ministry of Foreign Affairs. My turn of posting abroad as First/Second Secretary will be due in the start of 2023 for 3-4 years in any Pakistani Mission Abroad and I hope to be assigned at the Embassy of Pakistan in Tokyo.

At IUJ, I was appointed two time as “Teaching Assistant” in two different subjects with different professors in 4<sup>th</sup> and 5<sup>th</sup> semesters. Teaching Assistants were appointed by the Management of the IUJ among those 2<sup>nd</sup> year students whose have outstanding performance and strong communication skills during their 1<sup>st</sup> year. Furthermore, I completed three internships in different organizations during summer vacation and weekends. Among three internships, one of the most important internship was in Asian Development Bank Institute that enhance my analytical and research skills. In addition, I was a member of various students’ bodies such as IUJ Muslim Student Association as the President.

These experiences not only improved my research skills for my master's thesis, but also improved my administrative, analytical, communication and coordination skills that are helpful for me in performing my official assignments. My stay in Japan for 2 years and foreign master’s degree helped me got a deputation in the Ministry of Foreign Affairs. The experience I gained while studying in Japan was invaluable because it gives me opportunity to learn the diversified cultures. I am thankful to JDS who gives us opportunity to create social network around the world. I am still keeping in contact with JDS returned fellows in Pakistan and I would like to encourage my colleagues at the Ministry of Foreign Affairs to apply for JDS because I know that this will be helpful for them in their bright future carrier.

### 3-6 Issues and recommendations

The issues and recommendations for Pakistan JDS obtained through this preparatory study are as follows.

(1) Initiatives with a focus on diplomatic effects and strengthening bilateral relations

① Project design with a focus on diplomatic effects and strengthening bilateral relations

In order to sustain JDS, it has been pointed out that it is important to shift the focus of basic research from the traditional form of contributing to the solution of development issues to a form 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 program is expected to be managed with an awareness of the national interest.

In the JDS acceptance plan in Pakistan, the number of slots in the public policy sector related to the Japanese government's foreign policy and important issues increased from four in the current phase to nine so that key ministries and agencies that contribute to Japanese politics, economy, and diplomacy can dispatch more fellows. In addition, in the application form and the interview evaluation sheet at the time of selection, an item regarding "the possibility of contributing to strengthening bilateral relations" was added as an evaluation indicator.

The diplomatic significance and effectiveness of the JDS will be greatly enhanced if officer candidates from key ministries/divisions are selected as fellows and trained in Japan, and the ministries/divisions will have many Japanophile returned fellows in the future. Furthermore, personnel who are expected to contribute to strengthening bilateral relations will be actively selected in Pakistan by adding the Ministry of Foreign Affairs as a recommendation agency in the components for Enhancement of Public Administration and Finance.

The project will be implemented in August 2022. In light of the purpose of the JDS, it is important to make the JDS more consistent with its purpose while reviewing the validity and effectiveness of the entire acceptance plan, including the validity of the target institutions, and improving every year what can be improved during the four-year phase.

② Initiative in project operations with a focus on diplomatic effects and strengthening bilateral relations

In order to make these JDS fellows true partners of Japan, it is essential to devise ways to keep them feeling good about Japan and lead them to become Japanophiles. Therefore, we will consider not only the selection of JDS fellows, but also effective input to the fellows during their stay in Japan through value-added programs such as joint program, multilayered networking with Japanese government officers, and follow-up to strengthen and continue relations with Japan after they return home. In particular, as for cooperation by the Government of Pakistan, in addition to JDS follow-up activities, we plan to provide lateral support for holding seminars and study groups

in each issue area and call for participation of JDS returned fellows, as well as actively inform JDS returned fellows and potential candidates when Japan-related events are held in Islamabad. The implementing agent also plan to discuss the possibility of having Japan-related events held in Islamabad, and to actively inform JDS returned fellows and potential candidates of such events. In addition, it is necessary to consider mechanisms to increase the recognition of JDS by Japanese government side and to have them understand the usefulness of JDS as a foundation for actively utilizing JDS fellows when the Japanese government and other organizations conduct external activities in the future.

Specifically, the following efforts in JDS operations are being made. It is important to further consider and implement these innovations.

(i) Cooperation with JICA officers (staff in the Pakistan Office, experts, etc.)

Since JDS is implemented as an ODA project, it is important to further link it with other ODA projects from the perspective of "assistance for development" in contributing to priority areas in the Country Development Cooperation Policy in Pakistan, as well as other projects, rather than simply being a scholarship program for individuals. To this end, it is necessary to inform the staff and experts in JICA's Pakistan Office of this project and to encourage them to apply for JDS by targeting competent partner country personnel through JICA officers.

First, with the cooperation of JICA Pakistan Office, it is necessary to hold a briefing session for experts dispatched to the target ministries/divisions, and to secure opportunities to seek cooperation in seeking linkages between other JICA projects and JDS. We would also like to propose that the implementing agent provide an opportunity to provide information on JDS when the JICA experts start their assignment. For the experts, it will be possible to further develop the human resources of the ministry to which they are dispatched by sending excellent young civil servants from the destination country to Japan.

In addition, it is expected that government organizations not included in the JDS may be added to the list of target organizations based on the opinions of JICA officers and experts, which may be effective from the perspective of Japan's diplomacy.

(ii) Cooperation with Japanese residents in Pakistan (Japanese companies and organizations)

As already mentioned in 1-4-3. Situation of Private Cooperation and Exchange, the bilateral relationship between Japan and Pakistan has been strengthened not necessarily by government initiative, but by the development of active entry into and investment in Pakistan by the private sector in the business community, and the exchanges that have developed as a result. In light of these factors, for example, the project will consider follow-up to strengthen and continue relations with Japan, in addition to the multilayered networking that can be established through regular exchange meetings with the 10 member companies of the Islamabad Commerce and Industry Association (trading companies, news agencies, manufacturers) that have Japanese expatriates,



and presentations by JDS fellows upon their return to their home countries.

In addition, by doing so, various secondary effects can be expected, such as creating an environment in which information on developments within the Federal Government, etc., becomes easier to access for Japanese companies, leading to further investment in Pakistan and inducing new Japanese companies to set up operations in the country.

(iii) Initiative for the JDS fellows staying in Japan

(a) Providing value added program

From the perspective of improving the abilities of JDS fellows, building human relationships that form the basis of good bilateral relations, and differentiating JDS project from other scholarships, is it important to not only to provide JDS fellows study at the host university but also provide them with other value added program during their stay in Japan. Currently, JDS is providing training opportunities for JDS fellows, such as the exchange meetings with Japanese government officers<sup>59</sup>, training opportunities through the JICA Development Studies Program (JICA-DSP)<sup>60</sup> and the special program by JICA. It is desirable to continue to provide such value-added programs unique to Japan.

(b) Support for acquiring Japanese proficiency

JDS fellows who have mastered the Japanese language will be Japan's one and only important human resource who can be expected to make a significant contribution to strengthening bilateral relations after returning to their home countries. However, JDS fellows who earn their degrees in English have limited opportunities to deepen their understanding of the Japanese people and culture during their two-year stay in Japan. If the goal is to nurture human resources who will contribute to friendly relations between the two countries in the future, it would be effective to add a program that allows JDS fellows to learn Japanese before or during their study abroad and a program that promotes understanding of Japanese culture as part of the program activities.

For the reasons stated above, JDS is working to further strengthen the Japanese language skills of JDS fellows. JDS has traditionally conducted Japanese language training (35 hours) after coming to Japan, in addition to this, JDS from 2022 will implement Japanese language training (100 hours) before coming to Japan in order to further strengthen the Japanese language proficiency of JDS fellows. It is expected that this initiative will strengthen the Japanese language proficiency of JDS fellows, but it will be also necessary in the future to further encourage JDS fellows to learn Japanese independently and to increase their motivation to learn. For example, it is important to consider ways to increase learning motivation, such as supporting the taking of the

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<sup>59</sup> See "2-5-2. Enrichment Programs"

<sup>60</sup> Under this concept, JICA will offer the "JICA Development Studies Program (JICA-DSP)" as part of its official development assistance, targeting trainees who come to Japan and enroll in degree programs at Japanese universities within the framework of JICA's human resource development program.

Japanese Language Proficiency Test.

In addition, in order to continue learning Japanese, it is essential to provide opportunities for Japanese to be needed. JDS fellows who obtain a degree in English have limited opportunities to deepen their understanding of the Japanese people and Japanese culture even if they stay in Japan for two years. For this reason, it is necessary to provide the opportunities so that all JDS fellows can participate in internships at government offices and companies in Japan, homestay programs where they can interact with the general Japanese, and Japanese cultural exchange activities<sup>61</sup>.

(2) Securing highly qualified candidates from central ministries/divisions continuously

① Recruitment and selection of "9" slots in Component "1-1. Public Administration and Finance"

As mentioned above, it has been decided to increase the number of slots available in the public policy field from four in the current phase to nine. By reducing the number of slots in other components at the same time, the objective is not only to ensure an appropriate level of competition in each component, but also to ensure that JDS fellows who will contribute to Japan's political, economic, and diplomatic relations in the future are dispatched. Therefore, for the component "1-1. Public Policy and Finance," which has a large slot of "9," we would like to continuously consider a strategic measure to produce excellent candidates who meet the objectives of this program without bias, rather than simply attracting applicants.

The large slot of "9" should be effectively allocated for the officers who are expected to have greater potential for advancing positions that are more deeply involved in decision-making in policy-design in the country. They are also more likely to be officers who, upon promotion, will contribute to the strengthening of future bilateral relations. It goes without saying, however, that the fairness of the recruitment and selection process will be strictly maintained.

② Gender Balance

As previously mentioned in 2-4-2. "Selection Methods," the percentage of female applicants as a percentage of the total number of applicants in the current phase has remained at around 16%, and the percentage of female finalists has remained at around 18%, indicating that women are underrepresented in the current phase. According to the Aurat Foundation<sup>62</sup>, an NGO working for gender equality in Pakistan, in addition to restrictions on educational and employment opportunities for women, there is an entrenched social practice in Pakistan in which women are restricted to domestic and family work, which is the reason why women are not very welcome to study abroad with their families in attendance.

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<sup>61</sup> From August 2021 to March 2022, 89 JDS Fellows participated in events held in 6 prefectures including Kanagawa and Ibaraki prefectures with the cooperation of the Cabinet Office Youth International Exchange Program. It was well received because it had the opportunity to interact with Japanese people and experience Japanese culture.

<sup>62</sup> Aurat Foundation, an NGO founded in Islamabad in 1986 to promote gender equality and women's empowerment in Pakistan, provides advice and various data to government organizations in national gender formulation, in addition

Through interviews with the Aurat Foundation, the survey team confirmed their willingness to cooperate in the JDS project. In light of this, one possible measure to increase the number of female applicants would be to ask the foundation for its cooperation in holding recruitment briefings for potential female candidates only, using online and other means.

In addition, since female JDS returned fellows will be continuously produced in the future, it is worth considering the formation of an organization similar to the Bangladesh Civil Service Woman Network<sup>63</sup>, which exists in Bangladesh, with the cooperation of the Foundation, which often collaborates with government organizations, led by JDS. It is also worth considering the formation of an organization similar to the "Bangladesh Civil Service Woman Network" that exists in Bangladesh, led by JDS and Pakistani female returned fellows. The formation of such a network would not only stimulate high-impact external activities, but would also have the effect of broad publicity for JDS and increase the number of female applicants. It is conceivable that forming some kind of network among female civil servants and deepening relationships among female civil servants could be a very important measure for solving the issue of gender balance in JDS. Furthermore, it is important not only to share with potential JDS candidates the study abroad experiences of female JDS returned fellows, etc., but also to explain the significance of the JDS project to their home institutions and encourage them to take action.

### (3) Networking, Establishment of a Follow-up Scheme and roles of implementing Agent

#### ① Measures during the stay in Japan for follow-up after returning home

In order to facilitate continuous follow-up and to link these activities to the project outcome of "strengthening the partnership between Pakistan and Japan," it is first necessary to raise the pro-Japan awareness of the recipients during their stay in Japan and to motivate them to maintain relations with Japan after their return to their home countries. In the follow-up after the return to Japan, it is important to maintain and develop the pro-Japan awareness that was raised during the stay in Japan, and to achieve higher project results by implementing measures to maintain and develop this awareness.

Currently, the implementing agent in JDS project countries are supporting the establishment of alumni associations and other events to organize returned fellows. However, if these activities were to cease, the relationship with Japan would be severed for a certain period of time, and there is concern that the pro-Japan awareness of the JDS fellows would decline. In addition, it requires additional time and cost to raise the pro-Japan awareness of returned fellows again, which is not necessarily efficient. Therefore, measures provided to JDS fellows during their stay in Japan and

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to various awareness campaigns, publication of books, and other activities.

<sup>63</sup> A voluntary organization established in 2010 with the support of the United Nations Development Programme (UNDP). Any female government employee is eligible for membership. It aims to support gender-sensitive workplaces and promote gender mainstreaming within the Government of Bangladesh. Activities include providing solutions to common issues faced by female civil servants in the workplace and making policy recommendations to government organizations through holding seminars on socioeconomic topics and related publicity.

follow-up measures after their return to their home country should be considered and implemented as an integrated part of the project as seamless measures.

In addition, the list of JDS returned fellows who have returned to Japan, which is currently updated on a regular basis by the implementing agent, is being compiled into a database while paying close attention to the handling of personal information and how it is used. However, the data has not yet been utilized by Japanese civil officers, especially those in the Japanese government, so it is necessary to consider policies and methods of utilization among Japanese civil officers.

② Follow-up measures after returning home countries

In order to implement sustainable follow-up, it is important for the Japanese side to support and enhance the follow-up contents by absorbing the know-how of JICA's returned trainee network, etc., which is active locally ahead of the Japanese side, in order to implement measures to maintain and improve the pro-Japan awareness that was raised during the stay in Japan, and to work in collaboration with them. It is important to absorb the know-how of JICA's returned trainee network, etc., which are already conducting activities in the field and to cooperate with them. Especially during the first few years until the activities get off the ground, the Japanese side will be required to provide financial support and act as a facilitator of the activities.

The following figure shows an image of the passage of time as JDS students become more pro-Japanese and more knowledgeable. It shows that the implementation of seamless measures during their stay in Japan will help them maintain a high level of pro-Japanese awareness even after they return to their home country.

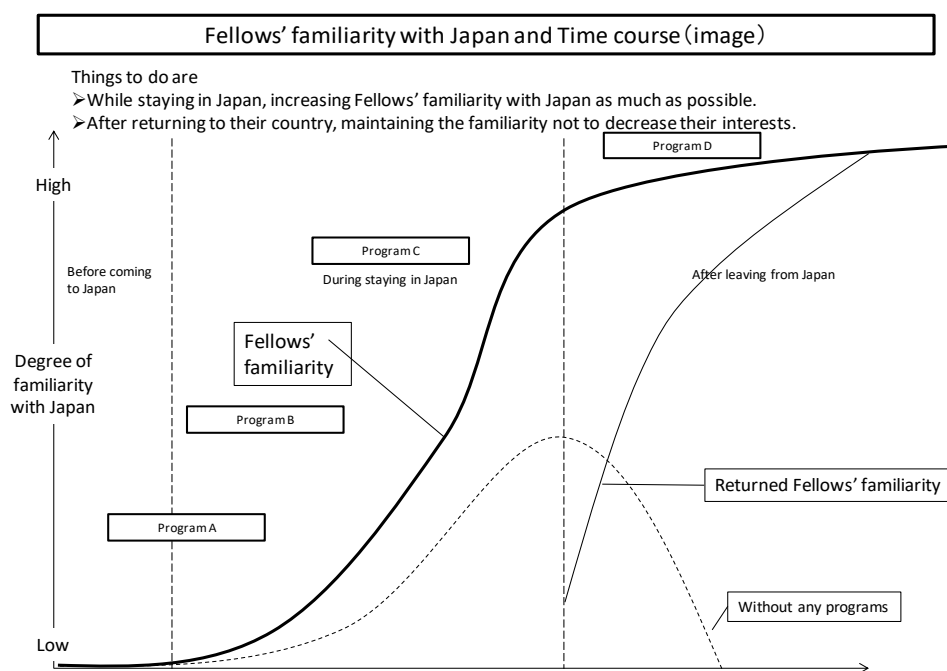


Figure 9 Fellows' familiarity toward Japan and Time Course (Image)

### ③ Networking with Japanese civil officers

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

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

### ④ Roles to be performed by the implementing agent

#### (a) Role as a mediator

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

#### (b) 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.

(c) 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 Pakistan to build a win-win relationship.

(4) Networking, Establishment of a Follow-up Scheme and roles of implementing Agent

As mentioned before, in order to ensure diplomatic outcomes and benefits to development issues through the JDS project, it is extremely important for the Operating Committee and target organizations to provide monitoring support for the 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 students belong so that they can secure posts after returning to their home countries and provide career development support.

In Kyrgyz and Uzbekistan, there are "vertical ties" among JDS returned fellows and alumni associations, and a system has been established whereby alumni recommend excellent young officers. In Pakistan, similarly, it is worth considering providing opportunities for the Pakistani side to manage and monitor returned fellows by, for example, conveying the appeal of becoming a member of the alumni association after studying abroad from the stage before studying abroad, such as at recruitment briefings and pre-departure orientations, and by inviting many former JDS fellows at reporting meetings to foster a sense of unity among JDS alumni. Also, examples of

alumni associations operating independently, such as the former Japanese Government (Monbukagakusho) Scholarship Alumni Association in Bangladesh, which operates its own Japanese language school and finances its activities with the profits from the school, would be helpful. It is important to create mechanisms such as the formation of voluntary alumni associations of the JDS returned fellows.

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 Japan. During the study period, opportunities such as joint program and exchange meetings with civil officers will be used to raise awareness of this issue.

Furthermore, it is desirable to make efforts to make the students aware of their ties with Japan at each milestone by holding send-off parties at the time of their departure, debriefing sessions upon their return to their home countries, and regular outreach to alumni associations, etc. For this purpose, it is essential to obtain cooperation from Japanese officials in Pakistan.

#### (5) Utilization of digital tools

In order to solve the problems that were difficult with the conventional approach under the influence of COVID-19, 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 JDS fellows 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

The purpose of this preparatory study was to analyze the strengths of the JDS project, particularly in terms of securing highly qualified candidates from the Federal Government and comparing it with other donors, while aiming to formulate an acceptance plan for the next four batches of the Project for Human Resource Development Scholarship program in Pakistan. The purpose and characteristics of JDS, as well as the political and social situation in Pakistan and bilateral relations with Japan, were taken into consideration, and the country's national development plan and priority development issues were summarized and agreed upon as the framework for the JDS project. It is expected that the JDS framework, which will be implemented for four years, will be utilized to the fullest extent to attract human resources with high expectations for contributing to the strengthening of bilateral relations with Japan in the future.

The preparatory study examined the characteristics of the civil service system in Pakistan, and collected and analyzed information to design a system that would enable the JDS project to achieve its objectives and be utilized for human resource development by the Government of Pakistan. Overall, the on-site discussions went extremely smoothly, thanks in part to the relationship of trust between the Government of Pakistan and the Japanese side that has developed through past cooperation, and in part to the establishment and maintenance of a smooth and continuous relationship between the implementing agency and the Pakistani side.

Pakistan faces the Indian Ocean and is a key region for Japan's "Free and Open Indo-Pacific (FOIP)" concept as a strategic point in the Indo-Pacific region. Pakistan has a favorable attitude toward Japanese education and Japanese people, and we have maintained friendly relations for a long time. As the two countries celebrate the 70th anniversary of their diplomatic relations this year and enter a new stage of bilateral relations, JDS must be increasingly aware of its national interests and continuously formulate and implement strategies aimed at diplomatic effectiveness.

With regard to the future management structure, Pakistan needs to continue to consider business operations assuming the current security measures. However, long-term human resource development projects such as JDS are considered to be projects that can be continued stably even if circumstances change somewhat, and that will certainly produce results over a longer period of time. In a situation where it is difficult for Japanese nationals to stay in Japan for a long period of time and there are certain restrictions on their activities, including those of donors in other countries, it is desirable to continue the steady implementation of JDS, as it is considered effective in demonstrating Japan's presence.

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 Batches under the JDS Project in Pakistan
6. Basic Plan for the Target Priority Areas
7. Records related to Survey on Target Organizations

**Member List of the Survey Team**

Mr. TSURUOKA, Noriyuki	Leader	Senior Representative JICA Pakistan Office
Ms. KAWAHARA, Risa	Cooperation Planning	JICA Pakistan Office
< Consultants >		
Mr. ISHIRO Jun	HRD Planning	Managing Director International Student Programs Department I, JICE
Mr. KANAMORI Tokuya	Overseas Study Planning	Assistant Director International Student Programs Division, International Student Programs Department I, JICE
Ms. HASHIMOTO Wakako	Assistant for Overseas Study Planning	Assistant to the Managing Director International Student Programs Division, International Student Programs Department I, JICE
Mr. HAMA Takafumi	Needs Study	Country Officer JDS Project Office in Pakistan 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	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.	• Information collection of gender policy in human resource development system for government officers • Information collection for designing the	Oct. • Conclusion of a contract with the consultant • Preparation for field survey	
Nov.			
Dec.	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	
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	Jan. • Preparation for the outline design of the budget 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)	
Apr.			Mar. • Receipt of the result of the selection, and preparation for accepting JDS fellows
May		May. to Jun. • Finalization of the report on the preparatory survey	
Flow after Preparatory Survey			
2022 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		Participate in selection Nov.- 2022 • Screening by application document Dec. to Feb. 2023 • Technical Interview in Bhutan
Mar. to Jul.	-Mar. • 3rd screening by Comprehensive Interview		Apr.- • Preparation for Enrollment
Aug.	Jul. • Pre-departure orientation	Aug. • Student Arrival • Briefing and Orientation	
Sep.			Sept.- • Enrollment

Preparatory Survey on the Project for  
Human Resource Development Scholarship (Pakistan)

**List of Contact Persons**

Date and Time	Organization	Contact Person
3rd December 2021	JICA Pakistan Office	Mr. Shoji Hasegawa, JICA Expert (Disaster Management)
6 <sup>th</sup> December 2021	Ministry of Economic Affairs	Ms. Syeda Adeela Bokhari, Joint Secretary (Japan)
6 <sup>th</sup> December 2021	Ministry of Law and Justice	Mr. Owais Nauman Kundi, Additional Secretary (Administration Wing)
7 <sup>th</sup> December 2021	Ministry of Finance	Mr. Shamim Rahman, Deputy Secretary (Admin) Ms. Quddusia Rashid, Assistant
7 <sup>th</sup> December 2021	Ministry of Planning, Development and Special Initiatives	Mr. Inam Ullah, Deputy Secretary (Admin)
7 <sup>th</sup> December 2021	National Disaster Management Authority	Mr. Idrees Mahsud, Member Mr. Abdul Latif, Deputy Director (DRR-Implementation) with Mr. Hasegawa, JICA Expert
7 <sup>th</sup> December 2021	Board of Investment	Mr. Zuhfran Qasim Director (Admin/HR) Mr. Akram, Consultant from ADB with Mr. Asif Khan, a JDS returned fellow
7 <sup>th</sup> December 2021	Ministry of Climate Change	Dr. Mazhar Hayat, Deputy Secretary (Admin)
9 <sup>th</sup> December 2021	Ministry of Energy (Power Division)	Mr. Sajjad Ahmad, Joint Secretary
9 <sup>th</sup> December 2021	Ministry of Industries and Production	Mr. Shafqat Abbas, Deputy Secretary (Admin)
9 <sup>th</sup> December 2021	Federal Board of Revenue	Ms. Aisha Farooqi, Deputy Secretary Mr. Hasan Saqib Sheikh (Chief HRMC) with Ms. Syeda Adeela, Ministry of Economic Affairs
10 <sup>th</sup> December 2021	Ministry of Water Resources	Mr. Islam Zaib, Joint Secretary (Admin)
13 <sup>th</sup> December 2021	JICA Pakistan Office	Mr. Noriyuki Tsuruoka, Senior Representative Ms. Risa Kawahara, Staff
13 <sup>th</sup> December 2021	Establishment Division	Mr. Mirza Nasir-ud-Din Mashood Ahmad, Additional Secretary Ms. Ramish Hassan Rana, Section Officer
13 <sup>th</sup> December 2021	Ministry of Energy (Petroleum Division)	Ms. Saira Najeeb Ahmed, Joint Secretary (Admin & CA)
14 <sup>th</sup> December 2021	Ministry of Commerce	Mr. Muhammad Imtiaz, Deputy Director (Superintendent)
14 <sup>th</sup> December 2021	Federal Flood Commission	Mr. Ahmad Kamal, Chairman
14 <sup>th</sup> December 2021	Federal Public Service Commission	Ms. Humaira Ahmed, Chairman
15 <sup>th</sup> December 2021	Ministry of National Food Security & Research	Dr. Javed Humayun, Senior Joint Secretary (IC/Plan)
15 <sup>th</sup> December 2021	Ministry of Overseas Pakistanis & HRD	Mrs. Alia Shahid, Joint Secretary (HRD)
16 <sup>th</sup> December 2021	Ministry of Economic Affairs	Mr. Muhammad Aslam Chaudhary, Joint Secretary (China) / Admin

16 <sup>th</sup> December 2021	Planning Commission	Mr. Shehzad Ahmed Baloch, Chief (Climate Change) Mr. Jawad Rabbani, Deputy Chief (Environment)
16 <sup>th</sup> December 2021	Ministry of Foreign Affairs	Ms. Saadia Altaf Qazi, Director General (Human Resource and Career Planning Division)
17 <sup>th</sup> December 2021	Minutes of Discussion	<b>【Ministry of Economic Affairs (Chair)】</b> Ms. Syeda Adeela Bokhari, Joint Secretary (Japan) <b>【JICA Pakistan Office (Co-Chair)】</b> Mr. Noriyuki Tsuruoka, Senior Representative Ms. Risa Kawahara, Staff <b>【Establishment Division】</b> Ms. Ramish Hasan Rana, Section Officer (T3)
17 <sup>th</sup> December 2021	JDS returned fellows	8 JDS returned fellows

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

In response to a request from the Islamic Republic of Pakistan (hereinafter referred to as “Pakistan”), Japan International Cooperation Agency (hereinafter referred to as “JICA”) decided to conduct a Preparatory Survey in respect of “the Project for Human Resource Development Scholarship” (hereinafter referred to as “the JDS Project”) to be implemented in Pakistan.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by TSURUOKA Noriyuki, Senior Representative, Pakistan Office, JICA to Islamabad in 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.

Islamabad, December 28, 2021



TSURUOKA Noriyuki  
Leader  
Preparatory Survey Team  
Japan International Cooperation Agency



Syeda Adeela Bokhari  
Joint Secretary  
Economic Affairs Division  
Ministry of Economic Affairs  
The Government of the Islamic Republic of  
Pakistan

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

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

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from Japanese fiscal year 2023 to 2026 to be implemented under Japan’s grant aid
- (2) To estimate overall costs of the first batch that is a period of four years, of the JDS Project

## **II. Objective of the JDS Project**

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

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

## **III. Framework of the JDS Project**

### **1. Project Implementation**

The Pakistan 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.

#### Pakistan side

- Economic Affairs Division, Ministry of Economic Affairs (Chair)
- Establishment Division, Cabinet Secretariat
- East Asia & Pacific Division, Ministry of Foreign Affairs

#### Japanese side

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



### **3. Target Areas of the JDS Project**

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

#### Sub-Program :

Improvement of Economic Infrastructure and Enhancing Human Security

#### Components

- 1-1 Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)
- 1-2 Enhancement of Industrial Promotion and Investment Climate
- 1-3 Enhancement of Energy Policy and Response to Climate Change
- 1-4 Enhancement of Agribusiness and Food Security

### **4. Maximum Number of JDS Fellows (Master's and Doctor's Program)**

The total number of JDS Fellows for the first batch in Japanese fiscal year 2023 will be seventeen (17) 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. Design of the JDS Project from JFY2023-2026**

Based on the discussion held between the both parties, both parties confirmed the design of JDS Project for the succeeding four batches as ANNEX 3.

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

### **6. 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.

### **7. Monitoring and Evaluation**

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

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

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

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: Form of JDS Basic Plan for the Target Priority Area

ANNEX 5: Undertakings of the Project

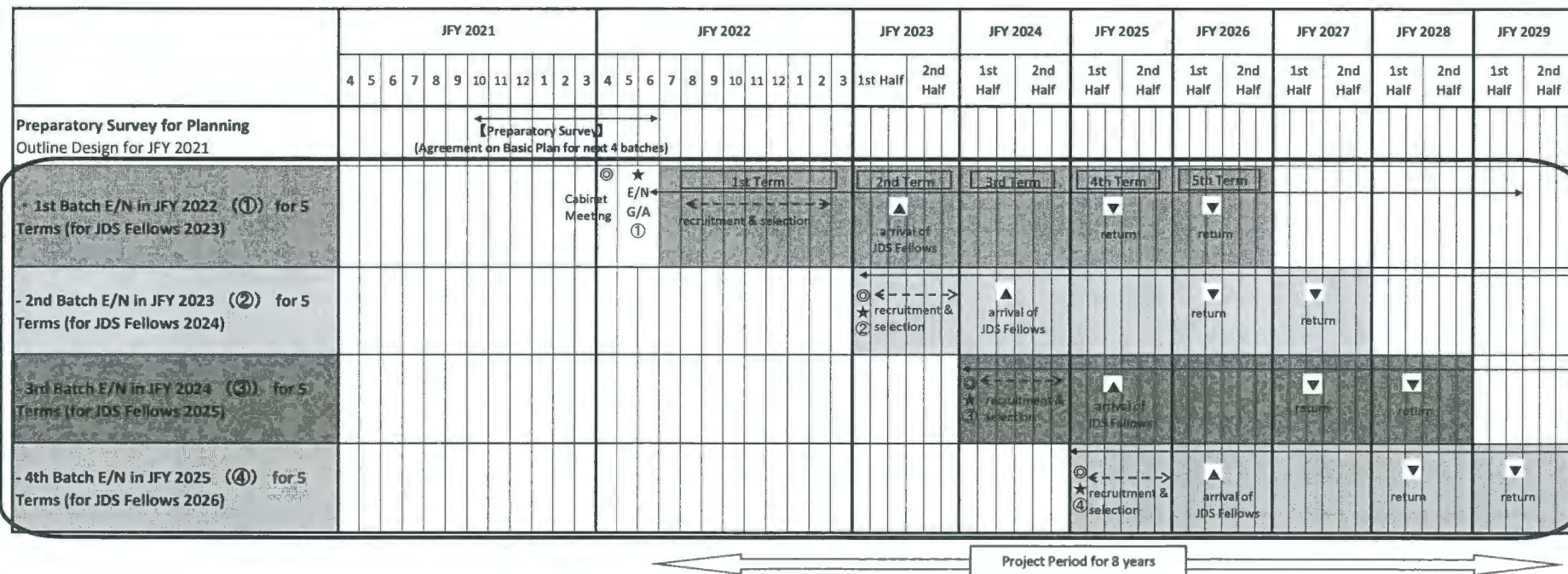


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## Flowchart of the Preparatory Survey

	Preparatory 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 Japanese language framework	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	
Nov.		Nov. to Dec. • Preparation of draft basic plan for priority fields	
Dec.	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)		
2022 Jan.	• Selection and agreement on Target Organizations and target demographic • Selection and agreement on accepting universities	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		Participate in selection Nov.- 2022 • Screening by application document Dec. to Feb. 2023
Mar. to Jul.	-Mar. • 3rd screening by Comprehensive Interview with OC members		Apr.- • Preparation for Enrollment
Aug.	Jul. • Pre-departure orientation	Aug. • Student Arrival • Briefing and Orientation	
Sep.			Sept.- • Enrollment

Flowchart of JDS Project for the Succeeding Four Batches



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

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## Design of the JDS Project for Four Batches (from JFY 2023-2026)

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Numbers of Fellows	Possible Fields of Study	Supposed Target Organizations	University	Site
Improvement of Economic Infrastructure and Human Security	1-1 Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)	9	<ul style="list-style-type: none"> <li>Public Policy Design</li> <li>Financial/Economic Policy Design</li> <li>Administration Management of Country's Revenue and Expenditure</li> <li>Tax-related Policy Design/Reform</li> </ul>	Ministry of Economic Affairs Ministry of Foreign Affairs Ministry of Finance and Revenue Ministry of Planning, Development and Special Initiatives Ministry of Law and Justice Ministry of Human Rights Ministry of Interior Federal Board of Revenue(FBR) State Bank of Pakistan(SBP) Pakistan Stock Exchange(PSE)	Graduate School of International Relations - <b>International University of Japan</b>	5
					Graduate School of Governance Studies - <b>Meiji University</b>	2
					Graduate School of Business Administration - <b>Ritsumeikan University</b>	2
	1-2 Enhancement of Industrial Promotion and Investment Climate	4	<ul style="list-style-type: none"> <li>Policy Design Related to Manufacturing Promotion</li> <li>System Building for Investment and Export Promotion</li> <li>Promotion/Support of SME</li> </ul>	Ministry of Finance and Revenue Ministry of Planning, Development and Special Initiatives Ministry of Commerce Ministry of Industries and Production Small and Medium Enterprises Development Authority(SMEDA) State Bank of Pakistan(SBP) Board of Investment(BOI)	Graduate School of International Management - <b>International University of Japan</b>	2
					Graduate School of Policy Science - <b>Ritsumeikan University</b>	2
	1-3 Enhancement of Energy Policy and Response to Climate Change	3	<ul style="list-style-type: none"> <li>Energy Policy Design/Electric Power Development</li> <li>Promotion of Use of Renewable Energy</li> <li>Environmental Conservation related Policy (Decarbonization, Climate Change Countermeasures, Marine Resource Conservation, Forest Conservation, Biodiversity Protection, etc)</li> <li>Policy Design/Promotion of Disaster Management/Prevention/Climate change</li> </ul>	Ministry of Energy (Power Division / Petroleum Division) Pakistan Council of Renewable Energy Technologies(PCRET) Pakistan Atomic Energy Commission (PAEC) National Electric Power Regulation Authority (NEPRA) Oil & Gas Regulatory Authority (OGRA) Ministry of Climate Change Ministry of Water Resources Ministry of Planning, Development and Special Initiatives National Disaster Management Authority (NDMA) Pakistan Meteorological Department (PMD) Federal Flood Commission (FFC)	Graduate School of Humanities and Social Sciences - <b>Hiroshima University</b>	2
					Graduate School of Environmental Studies - <b>Nagoya University</b>	1
1-4 Enhancement of Agribusiness and Food Security	1	<ul style="list-style-type: none"> <li>Policy Design of Agriculture and Rural Development</li> <li>Policy Design of Agricultural Economy/Agribusiness (Improving the Livelihood of Smallholders, Forming Local Specialties and Promoting High Value-added Products)</li> </ul>	Ministry of National Food Security and Research Ministry of Water Resources Pakistan Council of Research in Water Resource (PCRWR)	Graduate School of Humanities and Social Sciences - <b>Hiroshima University</b>	1	
Total Number/ year		17				

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

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

<ol style="list-style-type: none"> <li>1. Country:</li> <li>2. Target Priority (Sub-Program) Area:</li> <li>3. Operating Committee:</li> </ol>
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**Itemized Table 1-1**

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

**(1) Basic Information**

<ol style="list-style-type: none"> <li>1. Target Priority (Sub-Program) Area:</li> <li>2. Component:</li> <li>3. Implementing Organization:</li> <li>4. Target Organization:</li> </ol>
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**(2) Background and Needs (Position of JDS in Development Plan of the Islamic Republic of Pakistan)**

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**(3) Japan's ODA Policy and Achievement (including the Islamic Republic of Pakistan)**

<p><b>Relevant Projects and Training Programs of JICA Pakistan Office:</b></p>

**2. Cooperation Framework**

**(1) Project Objective**

<p>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 officers who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship / partnership between Japan and Pakistan.</p>
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**(2) Project Design**

<ol style="list-style-type: none"> <li>1) Overall goal</li> <li>2) Project purpose</li> </ol>
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**(3) Verifiable Indicators**

<ol style="list-style-type: none"> <li>1) Ratio of JDS participants who obtain Master's degree</li> <li>2) Enhancement of the capacity of JDS returned participants on research, analysis, policy making and project operation/ management after their return.</li> <li>3) Policy formulation and implementation by utilizing the study outcomes of JDS returned participants.</li> </ol>
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**(4) Number of JDS Participants and Accepting University**

<p>Graduate School of X X      X fellows / year    total X fellows / 4 years</p>
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**(5) Activity (Example)**

**Graduate School of XXXXX**

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

**(6)-1 Inputs from the Japanese Side**

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

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

1 batch X fellows × 4 years = X fellows  
From the year 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 Pakistani 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 Islamic Republic of Pakistan
  - 2) Age: Between 25 and 40 years old as of April 1<sup>st</sup> in the year of dispatch (in principle)
  - 3) Academic Background:
    - Possess a Bachelor Degree authorized by the Government of Pakistan or other countries
    - 16 years of formal education is required (in principle), however, relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
  - 4) Work Experience:
    - CSS/Cadre officers
    - Federal Ex-Cadre officers (BPS 17 and above)
    - Required at least 3 (three) years of work experience including a period of probation as full-time employee after entering public service at the time of application (Part time jobs and volunteer activities are not counted as work experience)
  - 5) Others
    - Have enough English language proficiency
    - Be in good physical and mental conditions
- A person corresponds to the followings is not eligible to apply:**



- Those who are currently receiving (or is scheduled to receive) another scholarship (including other scholarships of Japan).
- Those who have obtained a master's or higher degrees overseas under the support of foreign scholarship.
  - Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.

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## Undertakings of the Project

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

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after signing on the G/A	MEA	N/A	
2	To appoint the head of representatives of the Recipient who will be a chairperson of the Committee	Within 1 month after signing on the G/A	MEA	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing on the G/A	MEA	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 receiving B/A from the Bank	MEA	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 agreement	MEA	approx. JPY6,000	
	2) Payment commission for A/P	Every payment	MEA	approx. 0.1% of the payment amount	approx. JPY300,000
6	To organize the first meeting of the Committee	After assigning the Agent	MEA	N/A	
7	To organize the Committee meeting	During the Project	MEA	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. (with regard to the internal taxes, the total percentages of rates of the sales tax imposed on the said purchase shall be zero percent (0%) or the sales tax imposed on the said purchase shall be exempted.)	During the Project	MEA	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	MEA	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	MEA	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	MEA	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	MEA	N/A	

(MEA: Ministry of Economic Affairs. B/A: Banking Arrangement. A/P: Authorization to pay)



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

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

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

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

Sub-program	Component	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Improvement of Economic Infrastructure and Human Security	1-1 Enhancement of Public Administration and Finance (Disciplines of Public Policy and Development Studies)	International University of Japan	Graduate School of International Relations	5	5	5	5	20
		Meiji University	Graduate School of Governance Studies	2	2	2	2	8
		Ritsumeikan University	Graduate School of Economics	2	2	2	2	8
	1-2 Enhancement of Industrial Promotion and Investment Climate	International University of Japan	Graduate School of International Management	2	2	2	2	8
		Ritsumeikan University	Graduate School of Policy Science	2	2	2	2	8
	1-3 Enhancement of Energy Policy and Response to Climate Change Studies)	Hiroshima University	Graduate School of Humanities and Social Sciences	2	2	2	2	8
		Nagoya University	Graduate School of Environmental Studies (Conducted in strong collaboration with the Graduate School of Engineering)	1	1	1	1	4
		Hiroshima University	Graduate School of Humanities and Social Sciences	1	1	1	1	4
	1-4 Enhancement of Agribusiness and Food Security	Hiroshima University	Graduate School of Humanities and Social Sciences	1	1	1	1	4
Total				17	17	17	17	68

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

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

- |  |
|--|
| <ol style="list-style-type: none"> <li>1. Country: Islamic Republic of Pakistan</li> <li>2. Target Priority (Sub-Program) Area: Improvement of Economic Infrastructure and Human Security</li> <li>3. Operating Committee:<br/> Pakistan Side: Ministry of Economic Affairs, Establishment Division (Cabinet Secretariat), Ministry of Foreign Affairs<br/> Japanese Side: JICA Pakistan Office, Embassy of Japan in Pakistan</li> </ol> |
|--|

**Itemized Table 1-1**

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

**(1) Basic Information**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Target Priority (Sub-Program) Area: Improvement of Economic Infrastructure and Human Security</li> <li>2. Component: Enhancement of Public Administration and Finance</li> <li>3. Target Organization: Please see the attached "Design of JDS Project for the Succeeding Four Batches"</li> </ol> |
|---|

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

Under the long-term development plan "Vision 2025", Pakistan aims to improve productivity based on a stable long-term macroeconomics and achieve an economic growth of 7% or more through stabilization of macro economy and reformation of the electric power sector and state enterprises. At present, in addition to the unstable political situation, projects have been delayed because of lack of capacities of administration bodies. Therefore, capacity development of officers in charge of solving such problems is an issue for Pakistan.

Under the Japan's "Country Development Cooperation Policy for the Islamic Republic of Pakistan", the three priority areas are "Improvement of economic infrastructure", "Ensuring human security and improvement of social infrastructure", and "Consolidating peace and stability". In common with all of these priority areas, the development of civil officers, especially in the areas of planning and finance, which are the mainstays of the state, is an issue in building a stable and sustainable society in Pakistan. The development of human resources in the fields of public policy and public finance is directly related to the expansion of the middle class and economic growth. There is a big need to strengthen the capacity to formulate appropriate policies, to set up and review the taxation system necessary for the people to benefit equally from economic growth, and to contribute to the distribution of wealth and the provision of social infrastructure. In addition, the protection of human rights and the establishment of a corruption-free government will contribute to the building of a more resilient society.

The JDS is expected to enhance the capacity of federal government officers to manage the country's revenue and expenditure, to formulate financial and economic policies, to manage sound public finances including reforming the tax system, to formulate various public policies and build institutions, as well as to maintain and improve law and order.

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

Japan's "Country Development Cooperation Policy for the Islamic Republic of Pakistan" (February 2018) sets "Ensuring economic stability and promoting diversification of industries" as one of the Development issues of the Priority Area 1, "Improvement of economic infrastructure", and through JDS, training programs in Japan, or others, the Government of Japan will support human resource

development for contributing to improvement of ability to make governmental policies in the priority fields of the Pakistan's national strategic plan.

Under the Development Cooperation Policy, JICA supports human resource development of Pakistani government employees required by the Government of Pakistan in order to stably plan and implement effective and practical policies through a long-term training program, "SDGs Global Leader Course" or others.

**Relevant Projects and Training Programs of JICA Pakistan Office:**

Technical Cooperation:

- SDGs Global Leader Course

Official Development Assistance Loans:

- Emergency Financial Assistance

**2. Cooperation Framework**

**(1) Project Objective**

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

**(2) Project Design**

1) Overall goal

To improve capacity related to the relevant administrative organizations such as Financial Operation/Management, Public Policy Design and System Design, or others by the human resource development trainings through this JDS project

2) Project purpose

To improve capacity of human resources engaged in Financial Operation/Management, Public Policy Design and System Design, or others in the target organizations

**(3) Verifiable Indicators**

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

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

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

**(4) Number of JDS Fellows and Accepting University**

1) Graduate School of International Relations, International University of Japan (IUJ)

5 fellows / year total 20 fellows / 4 years

2) Graduate School of Governance Studies, Meiji University

2 fellows / year total 8 fellows / 4 years

3) Graduate School of Economics, Ritsumeikan University

2 fellows / year total 8 fellows / 4 years

**(5) Activity**

**1) Graduate School of International Relations (Public Management and Policy Analysis Program (PMPP), International University of Japan (IUJ))**

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	

Improvement of basic academic skills before enrollment	<ul style="list-style-type: none"> <li>• To prepare enrollment for master courses, courses on such subjects as Basic Mathematics and Basic Economics and Business will be offered in JDS fellows' countries or Japan prior to their enrollment.</li> </ul>
2) During study in Japan	
Acquirement of special knowledge and advanced analysis ability on the economic development policy	<ul style="list-style-type: none"> <li>• Under the Coursework, all Fellows are required to take 6 compulsory courses (12 credits), Public Administration, Human Resource Management in Public Sectors, Public Budget and Finance, Public Organization Theory, Public Policy Process, Economics and Statistics, which provide basic knowledge and skills for public management and policy analysis.</li> <li>• Three advanced seminars (6 credits) are also required for three semesters to facilitate communication between JDS fellows and their supervisors. The other credits are required to be taken among elective courses.</li> <li>• 14 credits must come from elective courses, such as Public Organization Theory, Public Human Resource Management, Public Policy Modeling, Local Government and Public Services, and Public Management Information Systems, that are listed in the curriculum handbook. Fellows also need to take other elective courses or Graduate School of International Management courses to acquire remaining 8 credits.</li> </ul>
Acquirement of practical and applied skills in fields	<ul style="list-style-type: none"> <li>• Under the Special Program, prominent guest speakers will be invited from other universities, foreign governments, etc. and case studies, seminars, and workshops on agenda policy practices will be conducted.</li> <li>• Also, video conferences and seminars with organizations in various countries will be held by utilizing IUJ's video conference system. Furthermore, IUJ organizes field trips to government organizations and private companies in Japan.</li> </ul>
3) After return	
Sustainable improvement of JDS Fellows' knowledge, theories and skills	<ul style="list-style-type: none"> <li>• IUJ will provide JDS fellows with follow-up training after graduation in scholars' countries with the aim of continuously improving their knowledge, theories, and skills.</li> <li>• Joint seminars inviting graduates, current fellows, and new enrollees will also be held concurrently so that JDS fellows can enhance mutual understanding, share knowledge and experiences, and strengthen their network.</li> <li>• Additionally, with possible cooperation from public organizations, joint research projects between graduates and faculty members will be facilitated.</li> </ul>

## 2) Graduate School of Governance Studies (English Track), Meiji University

Target	Contents/ Programs to achieve target
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1) During study in Japan	
Acquire comprehensive knowledge of public policy	<ul style="list-style-type: none"> <li>• Developmental issues are interdisciplinary in nature, the school offers three program areas as below;</li> <li>(1) Public Policy Program <ul style="list-style-type: none"> <li>• The school has subjects on political science, public administration, public finance, public management theory, and urban policy theory. In addition to them, subjects on policy research are also available to JDS fellows to understand the specific current situation.</li> </ul> </li> <li>(2) International Development Policy Program <ul style="list-style-type: none"> <li>• Drawing on disciplines concerned with international economics and the environment, this focal area encourages students to analyze global issues of sustainable development and poverty reduction from different perspectives on social systems.</li> </ul> </li> <li>(3) Community Planning and Management Program <ul style="list-style-type: none"> <li>• Having global issues from a local perspective that is closely related to the region, the school organizes subjects based on the process of policy formulation, implementation, and evaluation for solving them. JDS fellows learn community policy, regional development, NPO, social development, crisis management theory, etc.</li> </ul> </li> </ul>
Master's thesis writing skills and English language skills	<ul style="list-style-type: none"> <li>• Conducting workshops on how to write and read papers in English</li> <li>• Graduate School's own workshops on how to write English papers and how to read papers</li> <li>• Individual guidance for research plans by supervisors (seminars)</li> </ul>
Acquiring practical and applied skills in the field	<ul style="list-style-type: none"> <li>• In the Special Program, JDS fellows participate in special lectures by invited domestic and international researchers related to their research themes.</li> <li>• JDS fellows participate in joint Japanese-English classes and fieldwork including public policy field trips to deepen intellectual exchange with international and Japanese students.</li> <li>• JDS fellows participate in fieldwork on public policy in Japan and exchange opinions with those concerned people.</li> </ul>
2) After return	
Sustainable improvement of JDS fellows' knowledge, theories and skills	<ul style="list-style-type: none"> <li>• After the completion of the program, post-training and follow-up sessions can be conducted on-site by faculty members to continuously improve the knowledge, theory, and skills of JDS returned fellows.</li> <li>• Joint seminars among JDS returned fellows, current fellows and next year's final candidates will be held to enhance mutual understanding of knowledge and experience and to strengthen the network of JDS fellows.</li> <li>• The graduate school promotes joint research between faculty and JDS returned fellows, with a view to cooperation with other public institutions.</li> </ul>

### 3) Graduate School of Economics, Ritsumeikan University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Improvement of basic academic skills before enrollment	<ul style="list-style-type: none"> <li>• As pre-enrollment guidance and education, as soon as the prospective JDS fellows are confirmed, a part of the textbook of the core subjects to be studied in the first year along with the curriculum of the Graduate School will be sent to the prospective fellows to encourage them to study in advance. If possible, faculty members will travel to the local country to conduct the pre-enrollment education program through support by Teaching Assistant.</li> </ul>
2) During study in Japan	
Acquiring the ability to make decisions in the public and private sectors	<ul style="list-style-type: none"> <li>• JDS fellows learn the basics of economics and its application to the study of developing countries by taking 3 core courses (microeconomics, macroeconomics, and econometrics) and elementary seminars.</li> <li>• JDS fellows take elective courses in public policy, financial economics, and environmental economics to acquire in-depth knowledge on their research themes.</li> </ul>
Master's thesis writing skills and brush up	<ul style="list-style-type: none"> <li>• JDS fellows are required to write a master's thesis based on their research theme under the detailed guidance of multiple supervisors. Fellows are aimed to brush up their research through seminars and discussions with faculty members and international students from various countries.</li> </ul>
Acquiring practical skills by utilizing the Special Program	<ul style="list-style-type: none"> <li>• Fieldwork in the Kyoto/Shiga area and Lake Biwa, etc., as well as factory visits to companies (Toyota, TOTO, Fujitec, etc.) that have grown in tandem with the promotion of Japan's economic plans and policies, to learn about the role and importance of real-world economic plans and policies from the perspective of production sites and local communities.</li> <li>• In cooperation with the Pacific Resource Exchange Center (PREX), the Graduate School conducted a training program for the promotion of small and medium-sized enterprises.</li> <li>• In the Special Program, as the Tokyo Study Tour, JDS fellows conduct fieldwork on the front lines of Japan's unique initiatives with visiting the Bank of Japan's head office, Tokyo Customs, National Diet Building, Tokyo Metropolitan Government's waste incineration plant and Keihin Office of Hamada Co., etc..</li> <li>• Seminars with experts and businessmen in economic planning and policy from Japan and abroad.</li> </ul>
3) After return	
Implementation of follow-up activities	<ul style="list-style-type: none"> <li>• In the Special Program, alumni from JDS host countries are invited to give seminars on their research achievements and experiences at the Graduate School and how they are using the knowledge and skills they acquired after returning to work to solve development issues.</li> </ul>

### **(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    9 fellows × 4 years = 36 fellows  
From the year 2023 (Until 2025) : 9 fellows, From the year 2024 (Until 2026) : 9 fellows  
From the year 2025 (Until 2027) : 9 fellows, From the year 2026 (Until 2028) : 9 fellows

### **(7) Inputs from the Pakistan Side**

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

### **(8) Qualifications**

- 1) Nationality: Citizen of Pakistan
- 2) Age: Between the age of 25-40 as of 1<sup>st</sup> April in the year of dispatch (in principle).
- 3) Academic Background:
  - Completed the undergraduate level (Bachelor Degree) of education.
  - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
  - Has worked at least 3 years after entering public service at the time of application deadline.
- 5) Eligible Officers:
  - CSS/Cadre officers
  - Ex-Cadre officers (Federal Government officers of BPS 17 and above) who are currently employed by the Federal Government (BPS 17 and above –except Corporate Bodies).
- 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
    - Those who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.



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

### Basic Plan for the Target Priority Area

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

1. Country: Islamic Republic of Pakistan
2. Target Priority (Sub-Program) Area: Improvement of Economic Infrastructure and Human Security
3. Operating Committee:  
Pakistan Side: Ministry of Economic Affairs, Establishment Division (Cabinet Secretariat), Ministry of Foreign Affairs  
Japanese Side: JICA Pakistan Office, Embassy of Japan in Pakistan

#### **Itemized Table 1-2**

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

###### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Improvement of Economic Infrastructure and Human Security
2. Component: Enhancement of Industrial Promotion and Investment Climate
3. Target Organization: Please see the attached "Design of JDS Project for the Succeeding Four Batches"

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

Under the long-term development plan "Vision 2025," the Government of Pakistan has set macroeconomic stability as a requirement for sustainable growth and aims to develop the economy with the private sector as the engine of growth, add more value to services, and promote exports and foreign investment. The goal is to raise the GDP from USD1,300 per capita to USD4,200 per capita. However, the textile and food processing industries, which have traditionally been strong, have not been able to break away from low quality and low added value due to lack of investment, technology, and human resources, and are losing export competitiveness in the global market. In the manufacturing sector, many Japanese companies have established operations in the automobile industry, but lack of policy coherence and other factors have hindered the expansion of domestic production and the improvement of quality and productivity.

As for the investment climate, there are problems such as inadequate infrastructure, unstable political and social conditions, and uncertain policy management by the federal and provincial governments. The government of Pakistan plans to promote investment through infrastructure development, including the elimination of power shortages, and the utilization of special economic zones.

In this component, it is expected to improve the capacity of civil officers involved in manufacturing promotion policies, institution building in the area of investment and export promotion, and SME support.

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

Japan's "Country Development Cooperation Policy for the Islamic Republic of Pakistan" (February 2018) sets "Ensuring economic stability and promoting diversification of industries" as one of the Development issues of the Priority Area 1, "Improvement of economic infrastructure", and through JDS, training programs in Japan or others, the Government of Japan supports human resource development for developing industrial human resources, promoting exports, and improving the investment environment.

Under the Development Cooperation Policy, JICA supports human resource development of Pakistani government employees required by the Government of Pakistan in order to stably plan and implement

effective and practical policies through “Project for Skills Development and Market Diversification (PSDMD) of Garment Industry of Pakistan” or others.

**Relevant Projects and Training Programs of JICA Pakistan Office:**

Technical Cooperation:

- Project for Skills Development and Market Diversification (PSDMD) of Garment Industry of Pakistan

Basic Information Collection:

- Information Collection and Study on Automobile Industry Development
- Information Collection and Study for Promotion of ICT industry through business matching with ICT companies in Japan
- Information Collection and Study for Promotion of solution business using advanced ICT technology
- Advisor for Promotion of ICT industry

**2. Cooperation Framework**

**(1) Project Objective**

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

**(2) Project Design**

1) Overall goal

To improve capacity related to the relevant administrative organizations such as Promotion Policy for Manufacturing Industry, Economic Policy Design and System Construction of Investment/Export Promotion , or others by the human resource development trainings through this JDS project

2) Project purpose

To improve capacity of human resources engaged in Promotion Policy for Manufacturing Industry, Economic Policy Design and System Construction of Investment/Export Promotion, or others in the target organizations

**(3) Verifiable Indicators**

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

**(4) Number of JDS Fellows and Accepting University**

- 1) Graduate School of International Management, International University of Japan  
2 fellows / year total 8 fellows / 4 years
- 2) Graduate School of Policy Science, Ritsumeikan University  
2 fellows / year total 8 fellows / 4 years

**(5) Activity**

**1) Graduate School of International Management (GSIM), International University of Japan (IUJ)**

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	

Improvement of the basic academic level in the pre-enrollment	<ul style="list-style-type: none"> <li>Intensive pre-program lectures on mathematics, statistics, economics, Excel, etc. will be held as a special activity for two weeks after the JDS fellows' arrival on campus to help them improve their numerical processing skills, which JDS fellows have difficulty.</li> </ul>
2) During study in Japan	
Acquirement of the analytical skills and expertise necessary for financial management, investment strategies and small business management	<ul style="list-style-type: none"> <li>In the first year of the MBA program, JDS fellows learn the basic knowledge and skills necessary to solve problems in management and business. Mentor is assigned from the first year, who advise the JDS fellows on course works and other matters.</li> <li>In the second year, the fellows choose from a number of elective courses to specialize. They select their area of specialization from a large number of elective courses, and are assigned a supervisor who advises them on writing their thesis.</li> </ul>
Acquirement of practical and applied skills	<ul style="list-style-type: none"> <li>To learn about Japanese industry in a special program, lectures are given by experts in international corporate M&amp;A and investment operations, fund managers, policy makers, and officials from the World Bank and Japan Bank for International Cooperation.</li> </ul>
3) After return	
Maintenance and formation of networks	<ul style="list-style-type: none"> <li>To hold alumni reunions hosted by IUJ as part of efforts to strengthen relationships with JDS returned fellows and follow-up with them.</li> </ul>

## 2) Graduate School of Policy Science, Ritsumeikan University

Target	Contents/ Programs to achieve target
1) During study in Japan	
Acquirement of the theories of social rationality, scientific rationality, and market rationality of policy	<ul style="list-style-type: none"> <li>The Graduate School has a lecture course called "Advanced Policy Studies" for qualitative and quantitative methods for analyzing policy cases and to improve their reading and writing skills for case analysis reports. Three areas (clusters) of "Public Policy," "Environment and Development," and "Social Management" are also arranged, and can be selected as lecture courses with strong relations to their research topics</li> <li>Research projects, which are cross-disciplinary collaborative research teams of faculty members, are organized, and graduate students participate in the collaborative research process of each team.</li> </ul>
Fostering human resources capable of constructing and implementing public policies that integrate participatory research and evidence-based policymaking (EBPM)	<ul style="list-style-type: none"> <li>A participatory research course, "Regional Co-creation Study," has been established, and a teaching and learning program, "Leading Moderator Training Program for Co-creative Regional Development," has been developed to respond to globalization.</li> <li>JDS fellows acquire the ability to construct and make full use of problem-solving methods based on advanced policy science, by combining "research knowledge" at universities, with "practical knowledge", through participatory research at policy sites, such as local governments and NPOs over a certain period of time.</li> <li>This course is designed to help JDS fellows overcome one-sided evaluations of specific countries and regions, and to recognize the importance of a multifaceted perspective and comparative analysis of policies.</li> </ul>

Master's thesis writing skills and research brush-up	JDS fellows write their master's thesis based on their research theme under the detailed guidance of multiple supervisors with brushing up with faculty members and international students from various countries through seminars.
Acquirement of practical skills through the Special Programs	<ul style="list-style-type: none"> <li>• In the "Regional Co-creation Study" (offered in English), a course that further enhances the regular internship has been established.</li> <li>• JDS fellows learn about the latest policy themes and trends in local government in Japan.</li> </ul>
2) After return	
Implement of follow up activities	<ul style="list-style-type: none"> <li>• seminars are held in collaboration with local universities, including JDS returned fellows and other Pakistani students who have graduated from our graduate school, to provide them with academic opportunities.</li> </ul>

### **(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 Pakistan Side**

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

### **(8) Qualifications**

- 1) Nationality: Citizen of Pakistan
- 2) Age: Between the age of 25-40 as of 1<sup>st</sup> April in the year of dispatch (in principle).
- 3) Academic Background:
  - Completed the undergraduate level (Bachelor Degree) of education.
  - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
  - Has worked at least 3 years after entering public service at the time of application deadline.
- 5) Eligible Officers:
  - CSS/Cadre officers
  - Ex-Cadre officers (Federal Government officers of BPS 17 and above) who are currently employed by the Federal Government (BPS 17 and above –except Corporate Bodies).
- 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

- Those who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.

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

### Basic Plan for the Target Priority Area

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

1. Country: Islamic Republic of Pakistan
2. Target Priority (Sub-Program) Area: Improvement of Economic Infrastructure and Human Security
3. Operating Committee:  
Pakistan Side: Ministry of Economic Affairs, Establishment Division (Cabinet Secretariat), Ministry of Foreign Affairs  
Japanese Side: JICA Pakistan Office, Embassy of Japan in Pakistan

#### **Itemized Table 1-3**

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

###### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Improvement of Economic Infrastructure and Human Security
2. Component: Enhancement of Energy Policy and Response to Climate Change
3. Target Organization: Please see the attached "Design of JDS Project for the Succeeding Four Batches"

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

Under the long-term development plan "Vision 2025", the importance of using energy that is necessary, reliable, clean and economical is being recognized. It also warns that global population growth and wasteful production and consumption activities will lead to pollution of the natural environment, biodiversity, and resources such as forests, rivers, oceans, ports, and grazing lands. The report discusses the potential economic benefits of sustainable resource use and environmentally friendly behavior for the country.

In addition, "Disaster Management" is deeply related to climate change countermeasures. According to the "Vision 2025", Pakistan will be affected by serious and frequent natural disasters, especially floods. Pakistan is also a country that frequently suffers from earthquakes and landslides. In order to counter floods, which are the most serious disaster in Pakistan, the government has been providing support for meteorological radar facilities and other equipment in accordance with the "National Multi-Hazard Early Warning System Plan", which was formulated under the "National Disaster Management Plan", but the plan does not cover the entire country at present. In addition, weirs, levees, and other infrastructure necessary for river management to control floods are aging, and countermeasures are urgently needed.

In the JDS, it is expected to improve the capacity of civil officers who are responsible for formulating policies and systems in the energy sector, promoting the use of renewable energy promoted by the Government of Pakistan, and effectively implementing related projects. In addition, the JDS is expected to improve the capacity of civil officers in the environmental field to realize a sustainable society, including the Paris Agreement and other de-carbonization efforts, climate change countermeasures, marine resource conservation, forest conservation, and biodiversity protection, as well as to improve the capacity of civil officers involved in the formulation of disaster management policies and the promotion of disaster management measures.

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

In Japan's "Country Development Cooperation Policy for the Islamic Republic of Pakistan" (February 2018), the government is aiming to improve the efficiency of the entire power supply system by formulating

policies for power development and energy conservation, and expanding facilities for power generation, transmission and distribution. In particular, the government of Pakistan has set a policy of promoting renewable energy, and it is necessary to formulate and implement realistic policies based on this policy. In addition to the energy sector, environmental conservation efforts, such as decarbonization of urban development, conservation of marine resources, and conservation and management of forests and natural ecosystems, are important for the realization of a sustainable society.

Based on this development cooperation policy, JICA has been supporting the human resource development of civil officers to formulate and implement effective and efficient policies in a stable manner, through projects such as the "Project for Capacity Building and Strengthening of Thermal Power Generation Operation and Maintenance in Pakistan".

**Relevant Projects and Training Programs of JICA Pakistan Office:**

Technical Cooperation:

- Project for Capacity Building and Strengthening of Thermal Power Generation Operation and Maintenance in Pakistan
- Project for Strengthening NTDC Training Center for Grid System Operations and Maintenance
- Project for Developing Effective Phasing Out Strategy/Program of Inefficient Appliances to Support Energy Standards & Labeling Regime

Official Development Assistance Grants:

- The Project for the Installation of Weather Surveillance Radar in Multan City
- The Project for the improvement of Disaster Resilient School Infrastructure in Khyber Pakhtunkhwa (UN-Habitat)

Official Development Assistance Loans:

- Islamabad and Burhan Transmission Line Reinforcement Project (Phase 1)

**2. Cooperation Framework**

**(1) Project Objective**

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

**(2) Project Design**

1) Overall goal

To improve capacity related to the relevant administrative organizations such as Economic Policy Design and System Construction of Energy Field, Smart-grid Technology, Clean Coal Technology or others by the human resource development trainings through this JDS project

2) Project purpose

To improve capacity of human resources engaged in Economic Policy Design and System Construction of Energy Field, Smart-grid Technology, Clean Coal Technology or others in the target organizations

**(3) Verifiable Indicators**

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

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

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

**(4) Number of JDS Fellows and Accepting University**

<p>1) Graduate School of Humanities and Social Sciences, Hiroshima University 2 fellows / year total 8 fellows / 4 years</p> <p>2) Graduate School for Environmental Studies (Conducted in strong collaboration with the GS of Engineering), Nagoya University 1 fellows / year total 4 fellows / 4 years</p>
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**(5) Activity**

**1) Graduate School of Humanities and Social Sciences, Hiroshima University**

Target	Contents/ Programs to achieve target
<b>Before arrival in Japan</b>	
Improvement of basic academic skills before enrollment	<ul style="list-style-type: none"> <li>• JDS fellows are provided with textbooks on microeconomics and macroeconomics to acquire basic knowledge of economics before coming to Japan under the direction of the professor and doctoral students.</li> <li>• JDS fellows take quizzes periodically to check their progress.</li> <li>• JDS fellows with limited English proficiency receive advance training through English training textbooks.</li> </ul>
<b>2) During study in Japan</b>	
Learning the fundamentals to acquire policy analysis skills	<ul style="list-style-type: none"> <li>• During the first year after admission, JDS fellows take basic economics courses, mainly development microeconomics, development macroeconomics, and econometrics, to learn the fundamentals for acquiring policy analysis skills.</li> </ul>
Acquirement more specialized knowledge by taking applied courses (elective courses)	<ul style="list-style-type: none"> <li>• JDS fellows are required to take applied courses (electives) in environmental and resource economics (environmental externalities, optimal resource development), development economics (economic development, comparative economic development, advanced economic development policy), and trade and investment (international economics, international trade, international economic policy) to acquire more specialized knowledge.</li> <li>• All fellows are required to participate in seminars taught by their academic advisors, where they acquire basic skills related to the preparation of a thesis, including the preparation of a research plan, review of literature, analytical methods, interpretation of analytical results, and policy implications.</li> <li>• JDS fellows are also able to take courses from other departments and graduate schools, such as International Studies and Area Studies, to acquire cross-disciplinary and interdisciplinary knowledge and analytical methods.</li> </ul>
Acquirement of practical and applied skills	<ul style="list-style-type: none"> <li>• JDS fellows are able to discuss with experts researching in other universities and research institutes and acquire practical knowledge from practitioners in government and international organizations through various seminars using the special program. The JDS seminar, held four times a year, invites experts and practitioners from Japan and abroad to the Graduate School on topics that match the fellows' research interests.</li> </ul>



	<ul style="list-style-type: none"> <li>• The Graduate School is established a system in which students can receive advice on research promotion from their mentors (Mentor System).</li> <li>• A special English composition course, "English Thesis Writing I" and "English Thesis Writing II," has been established to provide fellows with the knowledge and skills essential for writing a master's thesis in English.</li> <li>• Through the Student Research Grant, the university will subsidize travel and research expenses for research activities planned and planned by the fellows themselves in order to actively promote them dispatch projects such as fieldwork.</li> </ul>
3) After return	
Implementation of following up activities	<ul style="list-style-type: none"> <li>• In order to obtain feedback from JDS returned fellows in the Special Program, a feedback seminar will be held in Pakistan after return (within one to two years).</li> </ul>

**2) Graduate School for Environmental Studies (Conducted in strong collaboration with the GS of Engineering), Nagoya University**

Target	Contents/ Programs to achieve target
1) During study in Japan	
Fostering "T-shaped" human resources with both expertise and comprehensiveness	<ul style="list-style-type: none"> <li>• The basic policy of the program is to develop "T-shaped" human resources who have comprehensive knowledge and experience as well as in-depth knowledge and skills in one or more specialized fields, with an eye to infrastructure development that takes into account the environment, people's well-being, and sustainability.</li> <li>• While conducting specialized research in the fields of civil engineering and environmental studies, students will be taught to plan and implement concrete solutions to infrastructure development and environmental problems from a broad perspective, including climate change, water and waste management.</li> </ul>
Acquisition of leadership skills	<ul style="list-style-type: none"> <li>• International communication skills and an understanding and education of basic concepts related to infrastructure development and environmental issues are essential for civil officers responsible for policy making. For this purpose, the Graduate School offers courses such as "Environmental Communication," "Sustainability and Environmental Studies," and "Advanced Development of Developing Countries.</li> </ul>
Learning how to apply advanced technology and knowledge to developing countries through research-based internships	<ul style="list-style-type: none"> <li>• In order to examine how the acquired knowledge can be applied to solving problems in developing countries, internships are conducted at companies, international organizations in the Chubu region.</li> <li>• As the damage estimates for floods and landslides change due to climate change, it is necessary to balance disaster response and infrastructure maintenance management with environmental conservation, taking into account Pakistan's geographical and climatic conditions. In this program, the Graduate School of Environmental Studies and the Graduate School of Engineering collaborate to cover this need.</li> </ul>

	<ul style="list-style-type: none"> <li>• Through study tours and internships in Japan and abroad, JDS fellows experience the quality of life brought about by the development of advanced infrastructure and the state of cooperation between industry, government, and academia that supports it, which will be useful in strengthening the cooperation and capabilities of industry, government, academia, and the private sector in Pakistan after their return.</li> </ul>
2) After return	
Building a network of former international students and organizing seminars and study tours	<ul style="list-style-type: none"> <li>• Faculty members of this program regularly visit and conduct international research seminars and study tours in the home countries of the JDS returned fellows to build a close network. In addition, the alumni associations of the civil engineering departments across the Graduate School of Environmental Studies and the Graduate School of Engineering will continue to disseminate information to the graduates through newsletters in English.</li> </ul>

### **(6)-1 Inputs from the Japanese Side**

<ol style="list-style-type: none"> <li>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)</li> <li>2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)</li> <li>3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)</li> </ol>
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### **(6)-2 Input Duration and the Number of JDS Fellows**

<p>1 batch     3 fellows × 4 years = 12 fellows</p> <p>From the year 2023 (Until 2025) : 3 fellows, From the year 2024 (Until 2026) : 3 fellows</p> <p>From the year 2025 (Until 2027) : 3 fellows, From the year 2026 (Until 2028) : 3 fellows</p>
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### **(7) Inputs from the Pakistan Side**

<ol style="list-style-type: none"> <li>1) Dispatch of JDS Fellows</li> <li>2) Follow - up activities (e.g. providing opportunities for returned JDS fellows to share/disseminate the knowledge they acquired in Japan at their organizations/ other priority organizations)</li> </ol>
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### **(8) Qualifications**

<ol style="list-style-type: none"> <li>1) Nationality: Citizen of Pakistan</li> <li>2) Age: Between the age of 25-40 as of 1<sup>st</sup> April in the year of dispatch (in principle).</li> <li>3) Academic Background: <ul style="list-style-type: none"> <li>- Completed the undergraduate level (Bachelor Degree) of education.</li> <li>- Has a good command of both written and spoken English at graduate level.</li> </ul> </li> <li>4) Work Experience: <ul style="list-style-type: none"> <li>- Has worked at least 3 years after entering public service at the time of application deadline.</li> </ul> </li> <li>5) Eligible Officers: <ul style="list-style-type: none"> <li>- CSS/Cadre officers</li> <li>- Ex-Cadre officers (Federal Government officers of BPS 17 and above) who are currently employed by the Federal Government (BPS 17 and above –except Corporate Bodies).</li> </ul> </li> <li>6) Others <ul style="list-style-type: none"> <li>- A person of sound mind and body</li> <li>- A person falls under any of the following items is not eligible to apply <ul style="list-style-type: none"> <li>● Those who are currently awarded or scheduled to receive another scholarship</li> </ul> </li> </ul> </li> </ol>
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- Those who have obtained a master's or higher degree overseas under the support of foreign scholarship
- Those who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.

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

### Basic Plan for the Target Priority Area

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

1. Country: Islamic Republic of Pakistan
2. Target Priority (Sub-Program) Area: Improvement of Economic Infrastructure and Human Security
3. Operating Committee:  
Pakistan Side: Ministry of Economic Affairs, Establishment Division (Cabinet Secretariat), Ministry of Foreign Affairs  
Japanese Side: JICA Pakistan Office, Embassy of Japan in Pakistan

#### **Itemized Table 1-4**

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

##### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Improvement of Economic Infrastructure and Human Security
2. Component: Enhancement of Agribusiness and Food Security
3. Target Organization: Please see the attached "Design of JDS Project for the Succeeding Four Batches"

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

The government of Pakistan, in its long-term national policy "Vision 2025," it advocates the need for high value-added products, agro-processing, promotion of supply chain improvement, and higher yields for dairy cattle. Agriculture, in particular, is a major industry, accounting for about 19% of GDP and employing about 39% of the total workforce, playing a role in absorbing the growing labor force. Livestock production accounts for about 11% of GDP and is the largest contributing sub-sector of the agricultural sector to GDP. Other horticultural crops grown in the country include fruit trees and vegetables suited to the climate of each region, such as apples, apricots, and mangoes.

Since most of Pakistan is arid and semi-arid, the country is highly dependent on irrigation, and many of the irrigation facilities are more than 100 years old and have deteriorated significantly, resulting in problems such as inefficient water intake due to leakage. In addition, as a result of the uneven distribution of irrigation facilities in Punjab, the per capita production of grains and the number of livestock are the highest in Punjab, and the disparity in agricultural productivity among the regions causes income disparity. Therefore, there is an urgent need to improve the capacity of civil officers involved in agriculture and rural development policies in order to create effective policies and strategies that are adapted to the current situation.

In the JDS, this issue is positioned as agriculture and rural development for socio-economic development in particular, and it is expected that the capacity of civil officers involved in rectifying disparities and improving the livelihoods of smallholders in rural areas, forming specialty land and promoting high value-added products, and integrated water resources management for sustaining irrigated agriculture will be improved.

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

Japan's "Country Development Cooperation Policy for the Islamic Republic of Pakistan" (February 2018) sets In view of the low productivity and the large number of poor people in the province, JICA will provide assistance focusing on improving productivity of livestock and agricultural products, diversifying products, and adding value to them, with the aim of stabilizing livelihoods.

Based on this development cooperation policy, JICA is supporting the human resource development of civil officers necessary for the government to formulate and implement effective and efficient policies in a stable manner through the " The Project for Capacity Development of Agriculture Extension Services in Balochistan Province " and other projects.

**Relevant Projects and Training Programs of JICA Pakistan Office:**

Technical cooperation:

- The Project for Capacity Development of Agriculture Extension Services in Balochistan Province
- The Project on Sustainable Livestock Development for Rural Sindh
- Project for Livelihood Improvement through Livestock Development in Khyber Pakhtunkhwa

Official Development Assistance Grants:

- The Project for Agri-food and Agro-industry Development Assistance in Pakistan

**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 civil officers who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship / partnership between Japan and Pakistan.

**(2) Project Design**

1) Overall goal

To improve capacity related to the relevant administrative organizations such as agriculture and rural development, resolution of disparities in rural area and promotion of agricultural credit for small-middle sized farmers, promotion of processed food items with their focus on the native breeds and value-added agricultural products, strengthen point of view of integral watershed management for sustainable irrigated agriculture, or others by the human resource development trainings through this JDS project

2) Project purpose

To improve capacity of human resources engaged in agriculture and rural development, resolution of disparities in rural area and promotion of agricultural credit for small-middle sized farmers, promotion of processed food items with their focus on the native breeds and value-added agricultural products, strengthen point of view of integral watershed management for sustainable irrigated agriculture, or others in the target organizations

**(3) Verifiable Indicators**

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

**(4) Number of JDS Fellows and Accepting University**

Graduate School of Humanities and Social Sciences, Hiroshima University  
1 fellows / year total 4 fellows / 4 years

**(5) Activity**

**Graduate School of Humanities and Social Sciences, Hiroshima University**

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Improvement of basic academic skills before enrollment	<ul style="list-style-type: none"> <li>• JDS fellows are provided with textbooks on microeconomics and macroeconomics to acquire basic knowledge of economics before coming to Japan under the direction of the professor and doctoral students.</li> <li>• JDS fellows take quizzes periodically to check their progress.</li> <li>• JDS fellows with limited English proficiency receive advance training through English training textbooks.</li> </ul>
2) During study in Japan	
Learning the fundamentals to acquire policy analysis skills	<ul style="list-style-type: none"> <li>• During the first year after admission, JDS fellows take basic economics courses, mainly development microeconomics, development macroeconomics, and econometrics, to learn the fundamentals for acquiring policy analysis skills.</li> </ul>
Acquirement more specialized knowledge by taking applied courses (elective courses)	<ul style="list-style-type: none"> <li>• JDS fellows take applied courses (electives) in agricultural economics, rural development, econometrics (policy impact analysis, advanced economic development policy, etc.), and other related fields (environmental policy, comparative study of economic development, international cooperation, Japan's development experience, international trade, micro, small and medium-sized enterprises) to acquire more specialized knowledge.</li> <li>• All fellows are required to participate in seminars taught by their academic advisors, where they acquire basic skills related to the preparation of a thesis, including the preparation of a research plan, review of literature, analytical methods, interpretation of analytical results, and policy implications.</li> <li>• JDS fellows are also able to take courses from other departments and graduate schools, such as International Studies and Area Studies, to acquire cross-disciplinary and interdisciplinary knowledge and analytical methods.</li> </ul>
Acquirement of practical and applied skills	<ul style="list-style-type: none"> <li>• JDS fellows are able to discuss with experts researching in other universities and research institutes and acquire practical knowledge from practitioners in government and international organizations through various seminars using the special program. The JDS seminar, held four times a year, invites experts and practitioners from Japan and abroad to the Graduate School on topics that match the fellows' research interests.</li> <li>• The Graduate School is established a system in which students can receive advice on research promotion from their mentors (Mentor System).</li> <li>• A special English composition course, "English Thesis Writing I" and "English Thesis Writing II," has been established to provide fellowss with the knowledge and skills essential for writing a master's thesis in English.</li> <li>•</li> </ul>

	<ul style="list-style-type: none"> <li>Through the Student Research Grant, the university will subsidize travel and research expenses for research activities planned and planned by the fellows themselves in order to actively promote them dispatch projects such as fieldwork.</li> </ul>
3) After return	
Implementation of following up activities	<ul style="list-style-type: none"> <li>In order to obtain feedback from JDS returned fellows in the Special Program, a feedback seminar will be held in Pakistan after return (within one to two years).</li> </ul>

#### **(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 fellow x 4 years = 4 fellows  
From the year 2023 (Until 2025) : 1 fellow, From the year 2024 (Until 2026) : 1 fellow  
From the year 2025 (Until 2027) : 1 fellow, From the year 2026 (Until 2028) : 1 fellow

#### **(7) Inputs from the Pakistan Side**

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

#### **(8) Qualifications**

- 1) Nationality: Citizen of Pakistan
- 2) Age: Between the age of 25-40 as of 1<sup>st</sup> April in the year of dispatch (in principle).
- 3) Academic Background:
  - Completed the undergraduate level (Bachelor Degree) of education.
  - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
  - Has worked at least 3 years after entering public service at the time of application deadline.
- 5) Eligible Officers:
  - CSS/Cadre officers
  - Ex-Cadre officers (Federal Government officers of BPS 17 and above) who are currently employed by the Federal Government (BPS 17 and above –except Corporate Bodies).
- 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
    - Those who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into

consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.



## **Records related to Survey on Target Organizations**

Period of the Field Survey by the Consultant : 3<sup>rd</sup> December – 20<sup>th</sup> December, 2021

Results of Hearing from Ministries and Organizations :

### **1. Ministry of Law and Justice, Division of Law and Justice (6<sup>th</sup> December)**

#### Organization:

- The Ministry of Justice has only one Division, the Division of Law and Justice, which consists of three sections: Administration, Solicitor, and Draftsman.
- Unlike the Central Superior Service (CSS), judges and other officials in the Judicial Service are employed by the Judicial Commission of Pakistan, which is organized by the Ministry of Justice as the Judicial Service. Commission of Pakistan, an organization headed by the Ministry of Justice. However, some Ex-Cadre employees of the federal government are also assigned to the Judicial Service and Drafting Division.
- The High Court is located in each province, while the Supreme Court is located in the capital city under the federal government.
- Most of the Cadre staff are assigned to the Administration.

#### Human Resource Development Needs:

- There is a need for comparative public administration training for civil servants in the Ministry, as they do not have the opportunity to learn about the situation in other countries.

#### Other:

- There is a need for cooperation in the field of economic development by foreign donors.
- While foreign donors are cooperating actively in the field of economic development, cooperation in the legal field is "neglected". Therefore, the strengthening of the legal sector is lagging behind.

### **2. Ministry of Finance, Finance Division (7<sup>th</sup> December)**

#### Organization:

- The total officer capacity of BPS 17 and 18, including attached departments, is 4,799.
- Nearly half belong to the Office of the Auditor General of Pakistan.
- There is also a Revenue Department, but most employees work for the Federal Board of Revenue.
- Officers in Finance Division are sometimes transferred to the relevant Autonomous Bodies, but Ex-Cadre officers are mostly transferred.

#### Human Resource Development Needs:

- Human resource development needs vary from department to department, but there are needs in all areas of public finance and public policy.
- Capacity building in the area of taxation is also important.

#### Other:

- Promotions for BPS 17 and above are based on personnel evaluations, with no distinction made between Cadre and Ex-Cadre officers. However, only a limited number of Ex-Cadre are promoted to BPS20, the Director-General level, and only Cadre officers can be promoted to BPS21 and above.
- There are no BPS 17 and above officials in the Ministry of Finance who are not involved in policy formulation (Policy Design), and all are involved in some form of policy formulation.
- As for overseas donors, other than Japanese scholarships, the U.K. and the U.S., as well as study abroad at KOICA, are popular.
- The interviewee (Administration Section Chief, BPS19) himself was initially hired at BPS14 and qualified for promotion to BPS17 after eight years. He then passed the promotion exam and became a Cadre officers in the administrative group.

### **3. Ministry of Planning, Development and Special Initiatives, Planning Division (7<sup>th</sup> December)**

#### Organization:

- The Ministry of Planning is responsible for planning development projects by all aid agencies, including foreign ones.
- The Ministry of Planning is the ministry to which the economic staff belongs and is also responsible for recruitment. There are 133 Cadre members in the Economic Service Group and 77 Ex-Cadre members <sup>1</sup>.
- The Administration Department is also staffed by Cadre officers in the Pakistan Administration Group and Office Management Group, etc. Their personnel matters are handled by the Establishment Division.
- About half of the Cadre officers in Economists and Planners Group work in the Ministry of Planning, while the rest work in ministries related to development projects. Many work in the Ministry of Finance, the Ministry of Economic Affairs, and the Ministry of Commerce.
- About 10 employees also work in diplomatic missions abroad.

#### Human Resource Development Needs:

- The Economists Group requires expertise in general economics and public finance. They also need to be familiar with foreign affairs (Foreign Assessment, Foreign Funding).

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<sup>1</sup> The number of officers is based on the materials obtained by Ministry of Planning during this interview.

- There are also needs in the field of public administration.

Other:

- Management training is provided at each stage of the BPS, and the results of that training are also important in promotion decisions.
- Short-term training programs are popular for the government officers, but there are some difficulties in studying abroad for longer than one year.
- Although obtaining a master's or doctoral degree itself does not directly affect promotion, it is an indirect advantage, as it makes it easier to obtain high evaluations from superiors and to be assigned to positions where expertise is emphasized.
- Female officers are granted 90 days of maternity leave.

**4. National Disaster Management Authority, Disaster Risk Reduction Department (7<sup>th</sup> December)**

Organization:

- The Authority has an office in the Prime Minister's Office. It formulates and implements national disaster policy for the federal and state governments, and works with related organizations on disaster management, search and rescue, etc.
- The Director General of the Authority and many other senior officers are military personnel.
- The total number of officers in Cadre and Ex-Cadre, including BPS 17-22, is 37.
- Ex-Cadre employees account for 70% of BPS18 officers.
- A few Cadre officers of Administration or Accountant Group work in the Authority.

Human Resource Development Needs:

- Needs in the disaster management field are floods and earthquakes.
- The Investment Agency is an organization under the Prime Minister's Office.

Other:

- The interviewee's (Director-General level, BPS20) predecessor is now Secretary of the Federal Flood Commission. He is Ex-Cadre but has been promoted to BPS 21.

**5. Board of Investment, Administration Department (7<sup>th</sup> December)**

Organization:

- The Investment Agency is an organization under the Prime Minister's Office.
- The total number of officers above BPS 17 is about 60 <sup>2</sup>, almost all of whom are Ex-Cadre officers.
- The Board of Investment is responsible not only for attracting foreign business organizations to Pakistan in special economic zones, etc., but also for licensing new "branches" and

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<sup>2</sup> The number of officers was based on the material provided at the interview.

"representative offices" of foreign business organizations in Pakistan.

- In the World Bank's "Ease of doing business" (EODB), Pakistan is rated highly as the most reforming country in South Asia, and the BOI's EODB Section is working to improve the domestic business environment.

Human Resource Development Needs:

- There is a need in all areas of economic relations. There is also a need in the area of international relations, as ADB staff also work within the BOI.

Other:

- Pakistani civil servants have a reinstatement provision of at least two years of service after returning from study abroad.

**6. Ministry of Climate Change, Division of Climate Change (7<sup>th</sup> December)**

Organization:

- The BPS 17 and 18, including attached departments, have a total officers capacity of 52.
- In addition to the Administration Department, the Ministry of Climate Change has an Environment Division, which is in charge of transboundary environmental laws, a Development Division, which is in charge of development projects, and an International Cooperation Division.
- One of the major missions of the Ministry is the area of finance in international climate change action.

Human Resource Development Needs:

- We are focusing on training experts in the field of finance related to climate change (Climate Finance Specialist). This is an issue that is currently being addressed with the help of outside consultants.
- In the area of environmental protection, there is a particular need for Climate Vulnerability and Risk Assessment.
- There is also a need for experts in the field of climate law and policy development. There are also needs in international relations and international law, as climate change is not a one-country problem in Pakistan.
- There is a need for human resource development related to technology development, not only for Ex-Cadre officers but also for Cadre officers.
- It is true that some of the Cadre officers are in positions that are repeatedly transferred from one ministry to another. However, even if they have degrees in specialized fields, their career paths are not tied to those fields and are considered only as a reference.

Other:

- There are also several Autonomous Bodies under the umbrella, where Cadre staff may be assigned. Currently, around June 2022, Pakistan Climate Change Authority (Autonomous

Body) will be established, where about 30 new BPS17-19 officers (including some Cadre staff) will be deployed.

- JICA's theme-specific 6-month training is very good, and we would be grateful if they could create a Diploma course.
- The interviewee (General Affairs Section Chief) also obtained a doctorate in Korea. The knowledge he gained from his study abroad was very useful, and he has been participating in Korean events after returning to his home country.
- As for the name of the degree, simply stating "Master" is not attractive, as many public servants have already obtained this degree. If you mention "M.Phil." (research-oriented master's degree), it is easier for the supervisor to sign off on the dispatch.

## **7. Ministry of Energy, Power Division (9<sup>th</sup> December)**

### Organization:

- The number of officers in the Power Division of this Ministry is small, with only 26 officers in BPS 17 and 18.
- There are no Ex-Cadre officers in the Ministry's Power Division; all are Cadre officers. The job groups are mainly Administration group and Accountant groups.

### Human Resource Development Needs:

- While support for technical cooperation is necessary, we also need to develop human resources in the fields of power finance, power management, and renewable energy planning.
- We would like to dispatch personnel not only for master's programs but also for doctoral programs.

## **8. Ministry of Industries and Production (9<sup>th</sup> December)**

### Organization:

- The total number of officers capacity of the Ministry, including attached departments, is 79 for BPS 17 and 18.
- Only a few are Ex-Cadre officers, and most are Cadre officers.
- In addition to the Administration Department, there are departments in charge of large enterprise development, medium enterprise development, industrial infrastructure development, and vocational skills development. In particular, the last one, vocational skills development, is one of the most important issues.
- Coordination among relevant ministries to promote investment is another important task of the Ministry.

### Human Resource Development Needs:

- There is a need in the general economic and financial field.
- There are also needs in the area of international relations, as there are opportunities to work

with international organizations such as the UN, the World Bank, and the IMF.

- Training of officers working in local states and in the field is more important than for civil servants working in this ministry.
- Since there are few officials with PhDs, sending them on a PhD would be appreciated.

## **9. Federal Board of Revenue, Inland Revenue Department (9<sup>th</sup> December)**

### Organization:

- Almost all of the Revenue Bureau of the Ministry of Finance and Revenue works in this FBR, although there are a few officers assigned to this ministry as well.
- FBR is the organization that handles all domestic tax matters, including customs, internal taxes, and income taxes.
- The staff capacity of BPS 17 and 18 is 1,741.
- The number of staff enrolled in all BPSs in the Inland Revenue Service (Inland Revenue Service) is 1,107, which is the largest among all occupational groups.

### Human Resource Development Needs:

- Any area related to Taxation has needs.
- In recent years, with the rise of e-commerce and crypt-currency, the associated taxation has become more complex. It would be beneficial if the course included economic and international developments.

### Other:

- Study abroad in the U.S. or Europe is popular.
- Long-term study abroad is difficult, and many officers can participate in training programs that last only a few months.

## **10. Ministry of Water Resources, Administration Department (10<sup>th</sup> December)**

### Organization :

- Including the Federal Flood Commission, one of the attached departments, BPS 17 and 18 have a total of 39 officers capacity.
- The Administration Department has some Cadre officers, such as Office Management Group, but most of them are Ex-Cadre officers.
- The Ministry of Water Resources, including the Indus River Project, works with several ministries and is one of the most important ministries in relation to climate change.

### Human Resource Development Needs:

- The number of administrative officers is small and there is a need to train field staff.
- There is also a need for doctoral programs.

### Other:

- Although there are not many doctoral degree holders, some have obtained their degrees in

civil engineering and other fields, and some officers teach at universities and other educational institutions.

## **11. Establishment Division (13<sup>th</sup> December)**

### Organization:

- For Cadre personnel, the Ministry is in charge of all personnel matters related to officers in BPS 17 and above. In most cases, the relevant ministry is in charge of personnel matters for Ex-Cadre officers.
- BPS 20 and above are "policy formulation posts," while BPS 19 and below play a supportive role as "posts contributing to policy formulation."
- Some ministries have attached departments or subordinate offices. Cadre officers are frequently transferred between the parent ministry and these agencies. Ex-Cadre officers, on the other hand, are often employed in specific posts, so there are basically few opportunities for transfers.
- Ancillary agencies and subordinate offices are not policy-making bodies, but rather policy-implementing entities. The ministries are responsible for policymaking.
- In the same BPS, Ex-Cadre officers are generally older than Cadre officers for reasons such as limited promotional posts.
- Ex-Cadre officers are not specifically divided by category.
- Management posts (equivalent to BPS 20 or above, with titles such as Advisor or Consultant) have been created in some ministries, but in most cases, because of the high degree of specialization required, they hire outsiders, and internal officers are rarely promoted to these positions. In few cases, internal officers are promoted to these positions.

### Human Resource Development Needs:

- There is a need for public policy. Finance, legal affairs, climate change, etc. are also important.
- There is an advantage for Ph. D. degree, even if they do not meet the years of experience requirement for promotion, they can be assigned to more senior posts and may even be promoted to BPS 20 (Joint Secretary level) posts.

### Other:

- Popular scholarship programs are UK (Chevening), US (Fulbright), and Australian government scholarships. China and Korea KOICA are also popular.
- Providing opportunities to study Japanese increases the incentive to study in Japan and influences the success of the after they return to their home countries. In fact, the former Ambassador to Japan was a former student in Japan, which also had a diplomatic impact.

## **12. Ministry of Energy, Petroleum Division (13<sup>th</sup> December)**

### Organization :

- The Petroleum Division, originally the Ministry of Petroleum and Natural Resources, is now part of the Ministry of Energy.
- Including attached departments, the Division's BPS 17 and 18 have a total officers capacity of 299. The majority of them work in attached departments, and many of them are Ex-Cadre officers
- The Division is in charge not only of petroleum, but also of natural gas and other natural resources.

### Human Resource Development Needs:

- Not only expertise in oil and natural gas is needed, but also expertise in public policy.
- In Pakistan, which relies on imports of oil from outside the country, officers with expertise in the vast fiscal areas related to imports would be invaluable. Thus, there is a need for economic and finance-related fields as well.

### Other:

- It would be great if you could be accepted by a university ranked in the top 300 in the world.

## **13. Ministry of Commerce (14<sup>th</sup> December)**

### Organization :

- Ministry of Commerce is in charge of all aspects of trade. Ministry of Commerce has a General Affairs Section, a Human Resources Management Section, a Trade Diplomacy Section, and a Trade Policy Section. It also has an Agricultural Products Section, a Non-Agricultural Products Section, a Textile Products Section, and a Services Section, which are further subdivided.
- Including the attached departments, BPS 17 and 18 have a total officers capacity of 217.
- It is the ministry of the staff of Commerce and Trade Group.
- The Trade and Diplomacy Section has sections in charge of South, Southeast, Northeast Asia, and Oceania, including those related to trade with Japan.

### Human Resource Development Needs:

- There are needs in trade in general. There are also needs in administrative finance, customs, diplomacy, economics, etc.
- The areas of international law and international relations would also be very beneficial.

### Other:

- In addition to the U.K. and the U.S., China is also a popular destination for study abroad.



#### **14. Federal Flood Commission (14<sup>th</sup> December)**

##### Organization :

- Federal Flood Commission is one of the attached departments of Ministry of Water Resources and is located within the Ministry.
- The Commission has officers capacity of 22 in BPS 17 and 18. All of them are Ex-Cadre.
- The administrative departments are shared with the Ministry of Water Resources.
- The committee plays an important role not only in disaster management but also in climate change. In particular, the committee is responsible for the development of flood prevention systems and policy formulation in the case of floods caused by melting glaciers in northern Pakistan.

##### Human resource development needs: (including written responses)

- ①Flood Risk Assessment, Modeling and Engineering、②Flood Risk Management、③River Environment and their Management、 and others

#### **15. Federal Public Service Commission (14<sup>th</sup> December)**

##### Organization :

- It is an attached department under the Establishment Division. The total number of officers capacity is 87 for BPS 17 and 18.
- It conducts recruitment for federal civil service positions from BPS 16 to 19. It also conducts and supervises open competitive examinations for senior civil service applicants for BPS 17 in 12 job groups in the Central Superior Services (CSS).
- It is an annual federal civil service examination, consisting primarily of a written test and an interview, followed by a medical examination and a psychological test.
- The number of openings, applicants, and successful applicants varies from year to year, but on average, about 10,000 people actually take the exam and only about 200 to 300 pass. The pass rate is approximately 2~3% each year.
- The number of Ex-Cadre officers hired for BPS 17 and above is also conducted on an irregular basis at the request of ministries/divisions.
- After being hired under BPS17, they undergo a training program under the jurisdiction of the FPSC. This program is held at the Civil Service Academy (CSA) in Lahore, bringing together all new officers from all occupational groups, regardless of whether they are Cadre or Ex-Cadre.

##### Human resource development needs:

- For the training of officers, there is always a need in administrative finance, public policy, etc. There are many officers who study abroad in such fields on Fulbright scholarships in the U.S. and Chevening scholarships in the U.K.
- There is a high need for doctoral programs. More and more, there will be a need for personnel

in such specialized research positions in the civil service.

Other:

- One of the key issues is the capacity building of FPSC's officers to recruit and hire federal officers; we would like to actively deploy FPSC's officers as well.

**16. Ministry of National Food Security and Research (15<sup>th</sup> December)**

Organization :

- Ministry of National Food Security and Research is primarily responsible for policy making, economic coordination, and planning related to food and agriculture. It also prepares and publishes various statistical materials.
- Including attached departments, etc., BPS 17 and 18 have a total officers capacity of 258. Most of them are Ex-Cadre officers.
- Cadre officers are assigned to the Administration Department, etc., and several Economists Cadre officers are also assigned. (In fact, the Senior Joint Secretary, with whom we interviewed, also belongs to the Economists Group.)
- The Ministry is also in charge of stabilizing import prices of agricultural products, liaising with international organizations, and conducting economic research to formulate agricultural policies.

Human resource development needs:

- There is a high need for training in areas related to agriculture and food safety for social and economic development.
- Currently, the Ministry has specific human resource development needs in the following three fields
  - 1 . Animal Science (animal biotechnology, vaccine production for livestock, livestock nutrition, etc.)
  - 2 . Social Science (policy analysis, statistics, econometrics, marketing, environment and natural resources from an economic perspective, food and consumer economics, etc.)
  - 3 . Plant Science (gene editing, hybridization development, development of high quality seeds, management of crop diseases and pests, environmental toxicology, agricultural management, etc.)
- Expertise in food and agriculture is also required by Autonomous Bodies (PARC, etc.) under the umbrella, so there is a need for staff from such organizations as well. (\*Not covered by JDS.)
- There is a high need for Ph. In particular, science specialists already have a master's degree.

Other:

- It is very appreciated that JDS has targeted issues in the agricultural sector.

## **17. Ministry of Overseas Pakistanis and Human Resource Development, HRD Division (15<sup>th</sup> December)**

### Organization :

- The Ministry of Human Resource Development was created by merging the Ministry of Overseas Pakistanis and the Ministry of Human Resource Development. The Ministry of Human Resource Development is in charge of human resource development not only for overseas Pakistanis but also for domestic human resource development.
- It is responsible for the smooth return of overseas Pakistanis and their lives overseas, as well as all labor-related administration in the country.
- There are approximately 7 million overseas Pakistanis. The Ministry's staff are posted to 10 diplomatic missions in the Middle East, Europe, and North America.
- Including attached departments such as the Bureau of Immigration and the Bureau of Labor and Education, BPS 17 and 18 have a total officer of 119.

### Human resource development needs:

- The Human Resources Development Bureau needs staff with expertise in the areas of labor relations and social security.
- There is also a need in the field of international law and international relations.

### Other:

- The company has signed a memorandum of understanding with Japan's Ministry of Foreign Affairs, Ministry of Justice, Ministry of Health, Labor and Welfare, and National Police Agency to cooperate in the "Specified Skill" foreigner program. The Ministry is in charge of the Overseas Migration Bureau.
- In the above cooperation, the Ministry will also cooperate in Japanese language education and testing related to Japanese language proficiency. The current vice minister has proposed the establishment of Japanese language classes within the ministry, which may be realized.

## **18. Ministry of Economic Affairs, Administration (16<sup>th</sup> December)**

### Organization :

- The Ministry of Economic Relations is one of the key ministries and is the point of contact for foreign donors. Therefore, the Ministry plays an important role in the evaluation and negotiation of external economic assistance from foreign governments, international organizations, and international NGOs, including study and training by foreign donors.
- It is also in charge of managing foreign debt, providing technical assistance abroad, and monitoring foreign aid.
- The Ministry has officers capacity of 82 employees in BPS 17 and 18.
- They are divided into sections for Japan, China, ADB, World Bank, etc. In addition, there are Administration Section, Finance Section, etc. (\*The director of the Admin Bureau, with

whom we interviewed, also serves as the director of the China Department.)

Human resource development needs:

- The following four areas are currently important issues for the federal government. There is a need in these areas ; 1. industrial sector development (especially staff with the ability to properly manage projects), 2. IT planning (especially staff with expertise in IT and mechanism building in administrative services, as the Pakistani government is currently pushing for a paperless system in all ministries), 3. AI , 4. climate change (especially staff with expertise in climate change, as flooding caused by melting glaciers in northern Pakistan is affecting grain production)
- Until now, the development of generalists has been emphasized, but from now on, it will be important to develop human resources with specialized skills. In this sense, having a master's degree in a specific field at JDS will be very meaningful in the future.

Other:

- Officers with BPS 20 or above in economics, finance, investment, commerce and trade, industry, and other fields, including the Ministry of Economic Relations, are eligible to apply for the post of "Economic Minister" (Economic Minister) at five overseas diplomatic missions in Japan, Beijing, Washington, London, and the United Nations.
- As for the Chinese government scholarship, no answer.

**19. Ministry of Foreign Affairs, HR and Career Planning (16<sup>th</sup> December)**

Organization :

- Including the Ministry and the diplomatic missions abroad, BPS 17 and 18 have a total officers capacity of 252. Almost exclusively Cadre officers.
- The total number of officers in BPS 17 and 18 is 249.

Human resource development needs:

- There is a high need in areas related to public policy (international relations, international law, development economics, conflict resolution and security, etc.).
- Climate change, which is closely related to disaster prevention and mitigation, is also an important theme in Pakistan at present, and there is a need in this area as well.

Other:

- Ministry of Foreign Affairs has a limit of up to 20 students per year in terms of the number of students dispatched for study/training.
- It is highly likely that staff members who have studied in Japan and acquired Japanese language skills will be actively considered for dispatch to embassies in Tokyo.
- A one-year study abroad course would be even better.

(End)