

People's Republic of Bangladesh  
Ministry of Finance  
Economic Relations Division

**Preparatory Survey  
of the Project for Human Resource  
Development Scholarship  
in the People's Republic of  
Bangladesh**

**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

#### Background of the Survey

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

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

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

People’s Republic of Bangladesh (hereinafter referred to as “Bangladesh”) has been one of the target countries since 2001, the third year from the beginning of the JDS project, with 298 JDS fellows dispatched to Japan until 2016. Acceptance of JDS Fellows in fiscal year 2017 will mark the completion of sending JDS Fellows in the framework designed in 2013. 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 Bangladesh, relevant JICA programs, etc. in the formulation of the project based upon the needs of the Bangladesh government.

### **Objectives of the Survey**

The main objectives of the survey are as follows:

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

### **Method of the Survey**

In this survey, information collection and confirmation were done by literature review, questionnaire survey and hearing with JDS target organizations. In March 2017, Preparatory Survey team was dispatched to formulate next phase framework. The field survey was kept to the minimum necessary since the travel to the site was restricted due to the terrorist attack at Dhaka in July 2016. Because of that circumstances, some parts of information had been collected by local consultants. The activity schedule of this survey is as shown in the table below.

#### **Activity schedule**

Date	Dhaka/Japan	Implementation Schedule
February,2017	Domestic work	Examine and confirm Project background, process and background
March, 2017	Field survey Domestic work	Formulate program framework Estimate project budget
April, 2017	Domestic work	Prepare Basic Plan for the Target Priority Area
May,2017	Domestic work	Prepare draft final report and Submit
June,2017	Domestic work	Prepare final report and submit

### **Results of the Survey**

#### **(1) Project Design**

The following table shows the JDS priority areas and key development issues and accepting universities identified on the basis of the discussion with Bangladesh government.

## The Framework of the JDS Project in Bangladesh (from JDS Fellows 2018 to 2021)

Sub program	Components	University	Graduate school	Slot
Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administrative Government	Meiji University	Graduate School of Governance Studies,	5
		Yamaguchi University	Graduate School of Economics	5
		Kobe University	Graduate School of International Cooperation Studies	2
	1-2 Enhancement Legal Capacity and Policy	Keio University	Law School	2
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	University of Tsukuba	Graduate School of Life and Environmental Sciences	4
		Yokohama National University	Graduate School of Urban Innovation	2
		Hiroshima University	Graduate School for International Development and Cooperation	4
	1-4 Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth	Kobe University	Graduate School of International Cooperation Studies	2
		International University of Japan	Graduate School of International Relations	2
		Hiroshima University	Graduate School for International Development and Cooperation	2

### (2) Target Organization

Bangladesh Civil Service (hereinafter referred to as "BCS") Cadre and Bangladesh Bank Class-1<sup>st</sup> Officer are continuously selected as target organizations following 2<sup>nd</sup> phase (2014-2017 FY) which are deeply related to each sub-program and component and are expected to make a direct contribution for solving the development problems in Bangladesh.

With regard to component 1-2 "Enhancement Legal Capacity and Policy", Preparatory Survey Team proposed that Bangladesh Judicial Service (hereinafter referred to as "BJS") should be added as target organization based on cooperation with Japanese projects after having consultation with the JICA Bangladesh Office and Embassy of Japan in Bangladesh. However, a strong objection was advocated from Bangladesh Operating Committee. They claimed that BJS is responsible for law enforcement and they are not administrative officials who draft the law itself. Therefore, agreement was made not to cover BJS as target organization at this time.

### **(3) Consideration of Accepting JDS fellows to Doctoral degree program**

From the interview survey to the ministries and agencies in the field survey on introduction of JDS doctoral course, which was proposed in JDS Basic Research conducted in FY 2014, it was welcomed to introduce doctoral degree course considering its importance from a long-term perspective of contribution. In discussions with the JDS Operating Committee of Bangladesh, it was agreed to admit maximum three numbers. Details of the selection process will be discussed at the first meeting of the JDS Operating Committee in FY2017.

### **(4) Follow up activities**

Through hearing and questionnaire survey to JDS returned fellows, follow up activities are confirmed as important factor since 298 JDS fellows already been to Japan from Bangladesh through JDS scholarship.

### **(5) Monitoring Mission by Operating Committee**

Monitoring Mission conducted by Operating Committee is required. The implementation are agreed and detail schedule and participant numbers will be discussed at the meeting of the Operating Committee.

### **(6) Member of the Operating Committee**

It was confirmed that the JDS Operating Committee consists of the Bangladesh members (Economic Relations Division (hereinafter referred to as "ERD") under Ministry of Finance, Ministry of Public Administration, Ministry of Planning and Ministry of Education). In addition, Economic Relations Division under Ministry of Finance required that Additional Secretary of ERD is participating as a JDS Chairperson of Operating Committee, but since Joint Secretary of ERD is already involving JDS implementation as JDS Project Director, they request to approve him as a member of Operating Committee officially and accepted this offer.

**Bangladesh JDS Operating Committee Members**

Country	Position	Organization
Bangladesh side	Chairperson	Economic Relations Division, Ministry of Finance, Additional Secretary
	Member	Ministry of Education, Joint Secretary
	Member	Ministry of Planning, Joint Chief
	Member	Ministry of Public Administration, Joint Secretary
	Member	Economic Relations Division, Ministry of Finance, Joint Secretary
Japanese side	Co-Chairperson	Embassy of Japan in Bangladesh, Counsellor
	Secretariat	JICA Bangladesh Office, Senior Representative

## **Evaluation of Relevance of the JDS Project**

The consultant analyzed relevance between JDS and development programs in Bangladesh, based on national development plan and strategy of the government of Bangladesh and the general circumstances of the relevant sectors. The priority areas for the next phase of JDS project match with the “7<sup>th</sup> Five Year Plan” of the government of Bangladesh and will promote the strategic orientation.

The Country Assistance Policy for Bangladesh formulated by the Government of Japan in April 2012 sets its focus area of aid as “Overcome social vulnerability” and its development issue as “Administrative Capacity Development”. Based on this policy, JICA Bangladesh Office set nine pillars of priority for its assistance.

In order to effectively address the development issues, the JDS project seeks to develop the competencies of key personnel at the government authorities and relevant ministries with responsibility for the relevant fields. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs.

Thus, the JDS project can be seen as a project that will help the country of Bangladesh to achieve the goals of its medium to long-term development plan, by providing high-level education to key personnel in government. It is highly consistent with aid policy and the philosophy of overseas aid in Japan. By augmenting other aid programs in areas such as technical cooperation and ODA loans, the JDS project provides additional synergies for the benefit of Bangladesh.

## **2. Recommendations**

### **(1) Cooperation with other ODA Projects**

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

### **(2) Cooperation with the projects implemented by the Japanese ministries**

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

implemented by the Japanese ministries and establish a network with them during fellows' stay in Japan.

### **(3) Points to Note on Establishment of a Doctoral degree program**

Establishment of the doctoral degree program will not only become a follow-up system for JDS fellows but must have a great appeal to potential candidates as a further step when they consider applying for JDS to obtain a Master's degree. The establishment of the doctoral degree program is expected to have an impact on attracting excellent candidates.

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

In terms of implementation, due attention should be paid to the implementation review of the five countries that started the Doctoral Program ahead of time. Normally, recruitment of JDS candidates will start after the decision of implementation policy at the 1st Operating Committee to be held around July to first October after Exchange of Notes and Grant Agreement, but because the doctoral course starts April, it is necessary to finalize the candidate by the end of October. For applicants, it is necessary to prepare a research plan more than when applying for a master's course. For this reason, it is better to make a pre-announcement of basic information on the doctoral program to returned fellows, and encourage consultation and application preparations for research plans with expected academic advisors.

The Operating Committee expressed its view that the Master's degree recruits applicants from various ministries and agencies with the aim of creating a layer of those who are well-versed in Japanese affairs and therefore, some applicants were able to study abroad even if they were not necessarily interested in Japan before coming to Japan. On the other hand, as for the PhD program, it is important to select applicants who already have an eye on Japan, that is, those who have already established a relationship with Japan after obtaining the Master's degree. Based on the above, it is necessary to carefully consider how to screen and select the applicants.

### **(4) Enhancement of Recruitment Activities**

In order to achieve the goals of JDS, obtaining talented foreign students is a prerequisite. Therefore, during recruitment activities, it is important to attract more talented applicants from the main target organizations. However, in the present day the mobility of higher education is high, the competition between donors to obtain foreign students is fierce. Therefore, strategies are

required for recruitment activities.

First of all, by building a human relationship with the person in charge of JDS within each ministry and obtaining their cooperation, a certain information dissemination effect inside ministries can be expected. In order to spread the information to target candidates from the persons in charge of JDS, it is important to build a good relationship with the persons in charge and get their cooperation.

In addition, it is necessary to appeal to the person in charge of each ministry about the advantages of JDS. The reputation of JDS at each ministry has already been good, but it can be expected to differentiate from other donors by continuing to explain the JDS advantages.

The contents it should be shared with ministry staff are that JDS is intended for government officers and is a human development program that addresses the development issues of Bangladesh, it should be a program that contributes to the medium and long term development of Bangladesh. It is also one characteristics that the accepting universities are positioned as project partners, that the consistent guidance and acceptance system that has been created to provide a curriculum which is better tailored to the country concerned by adding a special program to the existing program and that during the period of their stay in Japan there will be also generous support for the fellows such as regular monitoring, etc.

Moreover, it should be also appealed positively with ministry staff that the work performance of JDS returned fellows are getting popular and JDS Alumni Association of Bangladesh is actively implemented and it can be expected their output in the future.

On that basis, it is necessary to use various access channels to reach out more prominent prospective candidates. It is effective to use media such as Press-release and SNS, and collaborate with those who have strong networks in Bangladesh such as JDS alumni, JICA experts, JICA Alumni Association of Bangladesh etc. to transmit attractiveness of JDS project. In addition, since the impact of the word of mouth is significant in Bangladesh, it is important to positively utilize the JDS returned fellows and JDS Fellows for collecting qualified candidates.

##### **(5) Need for Enrichment Programs**

With respect to a program for improving the added value of JDS, the JDS returned fellows stated that it would be helpful for them to participate in an internship at a ministry or private company, etc. during their two-year stay in Japan. If the counterpart organizations of projects under implementation send JDS fellows, there is a possibility that the acceptance of interns will be considered positively depending on the cooperating organizations on the Japanese side of such projects. Efforts for which this kind of added value can be expected should be promoted further.

The budget for Special Program has been found to be effectively utilized by each university, but they continue making requests about simplifying the administrative procedure, integrating the procedure for each scheme and more flexible operation. It is necessary to consider about



separating the matters requested to the universities accepting the students from the matters provided by the project as an enrichment program as well as establishing a mechanism that enables more flexible operation by the universities and thereby securing a win-win relationship.

#### **(6) Importance of Japanese language**

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Bangladesh in the future. In the course of this field survey, we had the opportunity to meet with Bangladesh who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed to us the importance of the Japanese language. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture.

Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is possible to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

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

In Bangladesh, 298 JDS fellows have visited Japan until now, 240 of whom in total including up to the thirteenth batch have already returned to the country after completing the course. The alumni association of JDS returned fellows, which was established in 2010, regularly holds events and works actively. On the other hand, according to hearings from JDS returned fellow, it is difficult to maintain a network developed during the stay in Japan although many of them continue to have interests in Japan, and the opportunity to reconstruct such network is desired. In this way, it takes additional time and cost to improve the loyalty of the former JDS students who have lost a connection with Japan for a certain period of time and it is not always efficient. For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures provided after they return home should be discussed in an integrated manner as continuous measures.

To facilitate continuous follow-up activities and cause such activities to lead to the project achievement, namely the “strengthening of partnership between Japan and Bangladesh,” it is necessary to improve the students’ loyalty to Japan during their stay and motivate them to keep their relationship with Japan after returning home. With respect to follow-up activities after the students return home, the implementation of measures for maintaining and development their

loyalty that has been improved during their stay in Japan will contribute to better project achievements.

### **Follow-up measures implemented after the JDS fellows return home**

For sustainable follow-up activities, it is expected for the Japanese side to implement measures for maintaining and improving the loyalty developed during the students' stay in Japan.

In the case of Bangladesh, the JDS fellows alumni association is working actively as mentioned above, and its members have high motivation. However, considering that it will take another few years until the identity as a JDS fellow is instilled in the mind of all members and its activities succeed in forming the network with persons related to Japan, Japan side is anticipated to support funding and facilitate activities.

Particularly for JDS activities, it would be able to provide more flexible support than the implementing Agent that provides support throughout the project from the time of coming to Japan and thereby facilitate the students to maintain their identity as a JDS fellows, formulate a group and make proposals for or implement activities thereafter.

### **Networking with Japanese government officials for networking**

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

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

### **Bangladesh Model**

In JDS, it is effective to place the alumni association at the center of follow-up activities. If the alumni association is able to not only perform their own event activities but also to track the recent status of JDS returned fellow and manage alumni list, it will be easier to share the list with other institutions from the viewpoint of handling personal information, thereby facilitating networking.

The establishment process and subsequent activities of the alumni association in Bangladesh is remarkably active among other countries in which JDS is implemented, which makes the country an outstanding example of success. As an emphasis on follow-up activities has been advocated in JDS as well in recent years, it is desirable to develop the "Bangladesh model" of alumni association activities horizontally to other countries. It is also useful to keep in touch with the alumni associations that were just established in other countries so as to share the know-how of the Bangladesh model, as well as to invite executives of the alumni association of each country to Japan or a third country so as to have a discussion on the ideal situation of the alumni association, with the JDS returned fellows alumni association of Bangladesh taking the lead.

Now that Bangladesh is outpacing other countries in respect of the follow-up activities mainly through the alumni association, the situation in Bangladesh could indicate how the follow-up activities should be conducted in the JDS going forward. With regard to the follow up that should be done within the scheme of the JDS project, not voluntarily, one way is to strengthen the follow-up in Bangladesh as a pilot case first and then establish the Bangladesh model on a full scale. Although it may not be possible to definitely follow the Bangladesh model in all respects as the circumstances of each country are naturally different, Bangladesh has a great role to play in a sense that ideal situation and goal of the alumni association will be made clear.

### **Roles to be performed by the implementation agent**

#### **Role as a mediator**

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

#### **Firm network foundation with JDS Fellows**

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

Generally speaking, a problem arising in connection with the follow-up of the students is to obtain the information on their whereabouts after returning home. In the JDS project, the implementation

agency and the JDS fellows have a trust relationship and therefore the JDS fellows can contact the implementation agency even after returning home, and they have already established a relationship and system that enable us to know the detailed matters on the students' division and work. Particularly the project has its administration office in the relevant country and obtains support from the former JDS students for recommending application, orientation and other major activities. For this reason, the project administration office can be used as a base for follow-up activities.

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

#### Network foundation with the Japanese ministries

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

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

The implementing agency has contact with JDS returned fellows constantly and grasps their information including the qualities in detail in a unified way. Utilizing these resources, the implementing agency will be expected to have the function of collecting and managing JDS returned fellow's information by doing monitoring and follow-up after their return to Bangladesh. Moreover, it is also expected for the follow-up activities that implementing agency will become an organization which build a network between JDS returned fellows and Japanese government/aid related people with a strong network with them.

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## LIST OF ABBREVIATIONS

Abbreviation	Description
ACR	Annual Confidential Report
ADB	Asian Development Bank
BCS	Bangladesh Civil Service
BCSAA	Bangladesh Civil Service Administration Academy
BJS	Bangladesh Judicial Service
BPATC	Bangladesh Public Administration Training Center
BPSC	Bangladesh Public Service Commission
E/N	Exchange of Note
ERD	Economic Relations Division
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
HSC	Higher Secondary Certificate
IELTS	International English Language Testing System
IMF	International Monetary Fund
JASSO	Japan Student Services Organization
JDS	Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
KOICA	Korea International Cooperation Agency
NGO	Non Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OSD	Officer on Special Duty
SNS	Social Networking Services
SSB	Superior Selection Board
SSC	Secondary School Certificate
UNDP	United Nations Development Program
YLP	Young Leader's Program

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

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

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

The Project for Human Resource Development Scholarship (herein referred to as “JDS”) is a grant aid project conducted by Japan International Cooperation Agency (hereinafter “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 officials and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain Master's degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks.” The project has accepted 3,700 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2016.

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Africa in Ghana in FY 2012, and to Nepal in FY 2016. At present, the project has 13 target countries. Indonesia left the JDS project in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS fellows from China accepted in FY 2012<sup>1</sup>.

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

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	295
2. Laos	20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	354
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	368
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	484
5. Mongolia			20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	280
6. Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	298
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	413
8. China				42	43	41	43	47	47	48	45	39	35	-	-	-	-	430
9. Philippines				19	20	20	25	25	25	25	20	20	20	20	20	20	20	299
10. Indonesia				30	30	30	30	-	-	-	-	-	-	-	-	-	-	120
11. Kyrgyz								20	20	18	14	14	15	15	15	15	15	161
12. Tajikistan										3	5	5	5	5	5	5	5	38
13. Sri Lanka											15	15	15	15	15	15	15	105
14. Ghana													5	5	5	10	10	35
15. Nepal																	20	20
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	3,700

<sup>1</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 FY 2009, the project was gradually switched to the “new system” as adopted by partner countries subsequently. In the new system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, in the new system, the target of the project is limited to government officers who are involved in the planning and implementation of policy in development issues. The new system endeavors to select and focus Japanese government development aid through the JDS project by accepting international students in four batches in the same target area and from the same target organization and assigning them to the same accepting university. The system aims to form a “critical mass,” with a group of former JDS fellows in each government ministry and agency, so that JDS fellows will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting university for four years, the system plans to form networks between related organization in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

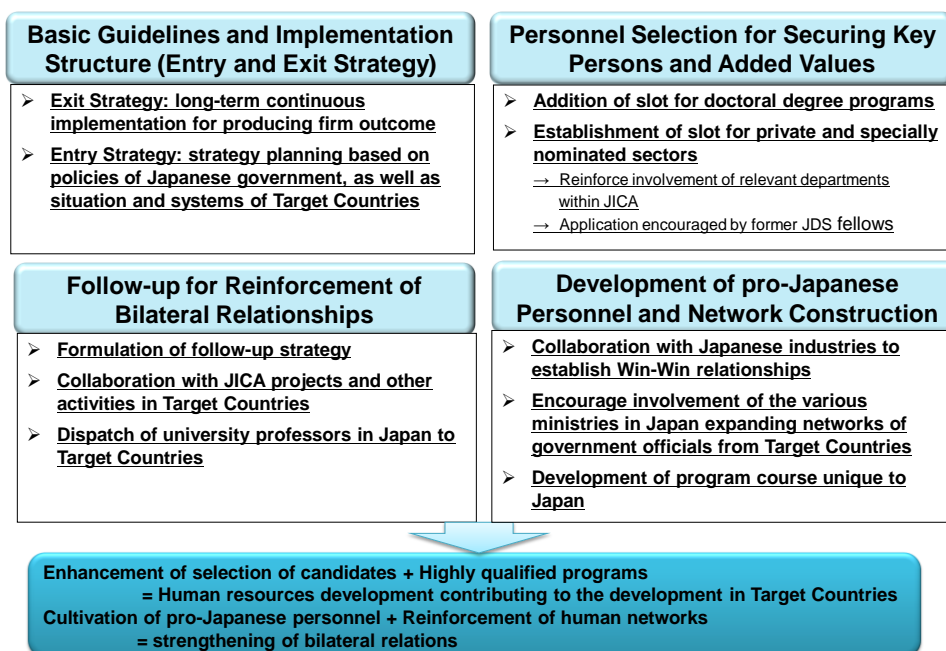
Subsequently, in the basic research project “Factor Analysis concerning the Result of the JDS Projects” (herein referred to as the “JDS basic research”) conducted by JICA in FY 2014, the results and factors of the JDS project in the 11 target countries<sup>2</sup> were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The JDS basic research report indicated that over the past 15 years the JDS project has contributed significantly to the improvement of the abilities of administration officials and organizations in the target countries to solve development issues, to the reinforcement of bilateral relationships between Japan and the target countries, and to the promotion of the internationalization of the accepting universities in Japan. The report highlighted 4 pending issues: (1) drawing up the basic enforcement policy; (2) selection of fellows to intake in key persons and adding values; (3) follow-up for reinforcement of bilateral relationships; (4) development of “Japanophiles,” human resources who can contribute to the expansion and strengthen friendly relations between the two countries with a good understanding of Japan, and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: introducing the PhD program and establishing a special recommendation quota; the development of programs unique to Japan; promotion of cooperation with Japanese industry and the involvement of ministries and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

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<sup>2</sup> Ghana was not included in the survey since the 1<sup>st</sup> batch fellows just returned to their country.



## Strategic Reinforcement of the JDS Program and Further Initiatives



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

### 1-1-2. Current situation and issues of the JDS project in Bangladesh

#### (1) Dispatch results and characteristics

Bangladesh has sent 298 JDS fellows to Japan from the first year of 2002 to March 2017, after being covered by the project in 2001, the third year since the establishment of the JDS business. Of 298 JDS fellows sent from Bangladesh (excluding 53 currently studying in Japan), 240 acquired the Master's degree and five could not complete the course for the reasons of academic ability, health and family problem, etc. The proportion of fellows who acquired the degree is 98.3%.

Under the old system (1st to 8th batch), cadre officials of Bangladesh Civil Service (BCS), who are the senior civil servants, accounted for 58.6% (98 people), and private enterprises and public institutions including public schools accounted for 16.8% (28 people) and 15% (25 people), respectively. Ahead of any other country, Bangladesh limited the target applicants to civil servants from the fiscal year 2007 under the old system. As a result, the target applicants are now limited to officials of BCS cadre and the Bangladesh Bank (Class-1). After implementing the new system in 2010, officials of BCS cadre and the Bangladesh Bank (Class-1) account for 69% (91 people) and 31% (40 people), respectively.

**Table 2 The organization which produce JDS Fellows**

Period	BCS Cadre	Bangladesh Bank	Public Organization	Judicial Cadre (current: BJS)	Private Company	Total
Under old system (2002~2009)	98	13	25	3	28	167
Under new system (2010~2017)	91	40	0	0	0	131
Total	189	53	25	3	28	298

## **(2) Major challenges of JDS Project in Bangladesh**

### **Gender balance**

The proportion of female JDS fellows in Bangladesh is second only to Tajikistan and Uzbekistan, and the proportion of women in 298 JDS fellows accepted up to the 15th batch is about 15% (46 people). During the second phase, one out of 15 in the 13th batch, one out of 25 in the 14th batch and three out of 30 in the 15th batch are women.

The Bangladesh government has incorporated the policy to increase the proportion of female civil servants to 25%<sup>3</sup> by 2020 in the Seventh Five-year Plan. In order to attract talented female applicants, it is necessary in the JDS business to grasp the hurdle and problems that female candidates may have, through the hearings from target organizations, JDS fellows and JDS returned fellows, and to design the project that are easy for female candidates to apply.

### **Proper posting of JDS returned fellows**

While Bangladesh limited the target applicants to officials of BCS cadre and the Bangladesh Bank (Class-1) from the fiscal year 2007, not all JDS returned fellows are assigned to the positions in which knowledge learned in Japan can be directly utilized. The cadre officials (especially in administrative cadre and economic cadre) generally move between ministries and agencies across the government to experience various positions to form a career. Therefore, JDS returned fellows may not be able to return to the same ministries or agencies as they used to belong to before coming to Japan, nor assigned to the positions that match the research content which study in Japan.

From the perspective of effective use of JDS returned fellows, it is necessary to investigate in detail the situation of career paths and outcomes after returning home, as well as to have common recognition among related persons and encourage the fellows to form a better career, so that they can make the best use of their experiences in Japan. On the other hand, as BCS cadre is a career system in which an official experiences various departments as a generalist and get promoted to Secretary, it is necessary to pay attention to such system in the selection of accepting universities and participating fellows as well as in the preparation of and instruction on research plans.

<sup>3</sup> The figure as of 2014 is 21%. Bangladesh Planning Commission, "Seventh Five Year Plan."

### **Obtain qualified BCS Cadre for economic component**

A distinctive feature in the second phase (dispatched in 2014 to 2017) under the new system is an increase in the number of applicants from the Bangladesh Bank among successful applicants. The applicants from the Bangladesh Bank among the successful applicants in the economic component, to which the Bangladesh Bank is allowed to apply, increased significantly from 43% in the first phase to 88% in the second phase. Although the potential number of candidates (number of officials) is overwhelmingly larger in the BCS Cadre than in the Bangladesh Bank<sup>4</sup>, more applicants from the Bangladesh Bank have been chosen as a result of fair selection process. As it is also important to train the BCS cadre officials who are to be responsible for policy making in the economic field, there is a possibility that a certain limit may be imposed on the number of applicants from the Bangladesh Bank going forward, reflecting the intention of the JDS Operating Committee on Bangladeshi side. At the same time, in terms of encouraging applications, it is more desirable to acquire applicants from BCS cadre who are as talented as those from the Bangladesh Bank.

### **1-1-3. Socio-Economic Situation and Situation of Higher Education**

#### **(1) Social and Economic Situation**

Bangladesh is located on the Indian Ocean, bordering India and Myanmar. While its land area is about 40% of Japan, the population is about 160 million, which makes it the eighth overcrowded country in the world.

While advocating Islam as the main religion, Bangladesh proclaims secularism that is tolerant to all religions. However, there is a concern about deterioration of security in recent years, following a series of incidents of infidels (including foreigners) being attacked by Islamic extremist groups.

After the coup d'etat in 1975, following years of military regime control, Bangladesh shifted to a political regime based on democratic procedures through the general election in 1991. Since then, the change of administration between the two main political parties (Awami League and Bangladesh Nationalist Party (BNP)) continues and the governance problems such as discontinued policies due to bipolar confrontation structure, the spread of corruption and deterioration of law and order are becoming serious. Also, a general strike ("hartal") to protest against the government are constantly called by the opposition party. The general election on January 5, 2014 was carried out with a boycott of 18 opposition parties and the ruling Awami League achieved an overwhelming victory. On January 12, 2014, Awami League administration headed by the Prime Minister Hasina (for the third term) came into office.

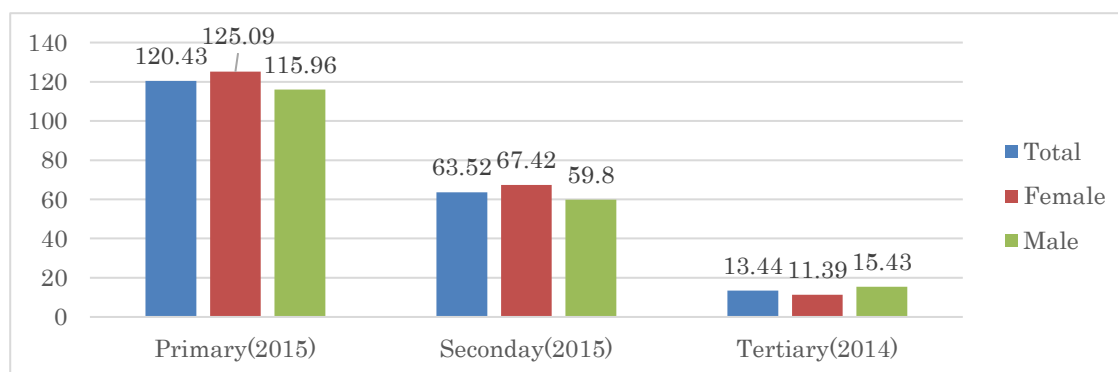
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<sup>4</sup> According to the hearings from the Ministry of Public Administration and the officials of the Bangladesh Bank, the number of BCS cadre officials is currently 42,000, while the number of the officials of the Bangladesh Bank classified as Class-1 is 5,060.

Gross National Income (GNI) per capita is \$1,190<sup>5</sup>, and Bangladesh was classified by the World Bank as a lower middle-income country in July 2015. In the past decade, poverty reduction has progressed steadily and the economy has maintained stable growth with the real GDP growth rate of 6% level on average. As a result, like Cambodia and Myanmar, Bangladesh is receiving attention as "China Plus One" or post-China. The key industry is the export of sewn products, which accounts for 80% of the total exports. Benefiting from inexpensive and abundant workforce as well as preferential tariff treatment for LDC (Last Developed Country), Bangladesh enjoys heightened presence especially as an apparel center. In addition, the growth has been also backed by the stable growth in overseas remittances by overseas workers. However, as the growth depends largely on the export of sewn items and remittances by overseas workers and therefore structurally vulnerable, diversification of industries is required for sustainable development in the future.

## (2) Situation of Higher Education

The school education system in Bangladesh consists of five years of elementary school, five years of lower secondary school and two years of upper secondary school. Mandatory provision of elementary education was stipulated by law in 1990. Secondary School Certificate (SSC, equivalent to junior high school diploma in Japan) will be given if they pass the final examinations of elementary school and lower secondary school (equivalent to elementary and junior high schools in Japan, respectively), and Higher Secondary Certificate (HSC, equivalent to high school diploma in Japan) if they pass the final examination of upper secondary school (equivalent to high school in Japan). The university course used to be a three-year system, but now it is four-year system across the board. The total enrollment rate by gender in elementary education through higher education is as follows.



Source : UNESCO Institute for Statistics Online Data

**Figure 2 Total Enrollment Rate of Primary Education, Secondary Education, and Higher Education (%)**

<sup>5</sup> World Bank Open Data

While Bangladesh has made progressive improvements in elementary education towards achievement of Education for All and the millennium development goals, low enrollment rate is still pointed out in secondary and higher education. Although the total enrollment rate of higher education shows a steady increase from 5% in 2000 to 13.4% in 2014, the current situation is that there are problems such as the quality of education in public universities and the impact of political culture on universities.

Bangladesh has 39 national universities and 93<sup>6</sup> private universities as of 2017, and the national universities earn a higher reputation than private universities on the whole. Many of the enrolled in higher education choose sociology, business and law, which account for 43% of the total, followed by arts of 35% and sciences of 11%. In addition, the proportion of students receiving higher education abroad is approximately 1.1% of the total. The most popular destination is Britain, followed by Australia, the U.S and Cyprus in that order<sup>7</sup>.

#### 1-1-4. Bangladesh's Development Plan

In Bangladesh, the development strategy "Poverty Reduction Strategy Paper (I-PRSP)" was prepared in 2005, which determined priority areas in development aiming to achieve millennium development goals. I-PRSP set the main development issues of (i) economic growth, (ii) poverty reduction and (iii) social development in order to achieve poverty reduction. After that, II-PRSP was formulated in 2008 based on the I-PRSP and included the climate change, security and facilitation of human development as additional issues to solve.

After Awami League administration headed by the Prime Minister Hasina came into office in December 2008, "Vision 2021" was formulated as a statement of the current administration. The current development plan, the Seventh Five-year Plan (2016-2020) incorporates the specific measures for implementing this "Vision 2021." The said development plan lists the following three topics as the main themes.

**Table 3 The Seventh Five-Year Plan (2016-2020)**

Main theme	<ol style="list-style-type: none"> <li>1) GDP growth acceleration, employment generation and rapid poverty reduction</li> <li>2) A broad-based strategy of inclusiveness with a view to empowering every citizen to participate full and benefit from the development process.</li> <li>3) A sustainable development pathway that is resilient to disaster and climate change; entails sustainable use of natural resources; and successfully manages the inevitable urbanization transition.</li> </ol>
Priority areas	<ol style="list-style-type: none"> <li>1) Income and poverty, 2) Sector development, 3) Macroeconomic development,</li> <li>4) Urban development, 5) Human resource development (Education, Health and Population), 6) Water and sanitation, 7) Energy and infrastructure, 8) Gender quality, income inequality and social protection, 9) Environmental sustainability, 10) ICT development</li> </ol>

<sup>6</sup> <http://www.ugc.gov.bd/en/home/university/public/120> and <http://www.ugc.gov.bd/en/home/university/private/75>

<sup>7</sup> UNESCO Institute for statistics, 2014

As governance has been considered a bottleneck in the development of Bangladesh for many years<sup>8</sup>, the measures to improve governance for poverty reduction have been included in the strategy since I-PRSP. The Seventh Five-year Plan indicates the areas for intervention in terms of governance for the purpose of improving overall development performance, which are (i) judiciary, (ii) public administration capacity, (iii) financial sector and (iv) public order and safety. Among others, improvement in public administration capacity is mentioned as an important element that leads to attainment of "good governance."<sup>9</sup>

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

Over the past decade, Bangladesh has achieved economic growth in excess of 6% on average, and aims to be upgraded to middle income country by 2021. Benefiting from inexpensive and abundant workforce, Bangladesh enjoys heightened presence as a post China investment destination especially in the area of sewing industry. On the other hand, the population below the economic poverty line remains high at 43.3%<sup>10</sup> of the total and there are numerous problems in facilitating future economic growth, such as improvement of infrastructure (e.g. electric power, road), creation of employment, and improvement of sustainable environment and enhancement of market economy system. Currently, Bangladesh government lacks human resources that will serve as the core in solving these development. Therefore, in order to realize sustainable economic growth, it is an urgent task to foster and improve capabilities of administrative officials who contribute to development and preparation of plans for each development issue.

Bangladesh is an important partner in all aspects of politics, security and economy for our country. Since the establishment of diplomatic relations in 1972, Bangladesh and Japan has maintained good relations mainly in economic cooperation. In recent years, as confirmed when the leaders of the two countries visited each other in 2014, the relationship between the two countries has been deepened into a strategic partnership with a focus on political and security relations, cooperation in the economic field and cultural and human exchanges.

Under such circumstances, Bangladesh government requested the Japanese government for the JDS Fellows acceptance plan for the 4<sup>th</sup> batch dispatching from 2018 in light of the importance of the JDS project has been implemented since fiscal 2001. JDS is expected to contribute to enhance administrative organizations and solve development issues throughout training human resources of administrative officials.

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<sup>8</sup> [http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hyouka/kunibetu/gai/bangladesh/pdfs/kn09\\_04\\_01.pdf](http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hyouka/kunibetu/gai/bangladesh/pdfs/kn09_04_01.pdf)

<sup>9</sup> GOB, Planning Commission, 7<sup>th</sup> Five Year Plan, 2015

<sup>10</sup> UNDP, Human Development Report, 2015

### **1-3. Civil Service System in Bangladesh**

#### **1-3-1. Administration system and government officers**

##### **Framework of Bangladesh's public servant personnel system**

The current civil service system in Bangladesh was formed under the rule of the East India company. Modest amendment revision was continuously made after independence from India in 1947 and, after independence from Pakistan in 1971, a committee responsible for the reorganization of administrative services was established and a framework of civil servants was proposed. However, due to the change of administration in August 1975, this proposal ended in vain. Several years later in September 1980, the Bangladesh government issued the Bangladesh Civil Service (Reorganization) Order, which consists of 28 cadres, under 14 functional divisions. This Order virtually forms the framework for current civil servants.

The Bangladesh Civil Service (Reorganization) Order is based on the Constitution of Bangladesh and among others, Articles 133 to 137 and 152, constitutes its form. A number of laws, regulations and policies governing civil servants in Bangladesh have been enacted under the said Articles.

##### **Classification of Civil Servants**

National civil servants are classified into two major categories: (i) officials belonging to BCS cadre (senior officials) and (ii) officials not belonging to cadres, who were recruited by the ministries on its own accord. Only the officials in the former category are eligible to apply for JDS and they are seen as a so-called elite group being the future executive candidates. Previously, the civil servants were classified into Classes 1, 2, 3 and 4. After such classification was abolished in July 2015, they are classified into 20 Grades according to the salary level<sup>11</sup>. Among them, the cadre officials classified as Class 1 start from Grade 9 and number of the grade decreases as the salary increases. Of the Bangladeshi worker population of approximately 54.1 million<sup>12</sup>, the number of civil servants is approximately 1.37 million, which accounts for 2.5% of the total. The number of cadre officials is about 42,000, which accounts for 3% of all civil servants<sup>13</sup>. As mentioned above, there are 28 cadres, to which the following number of officials belongs.

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<sup>11</sup> Bdnews24.com. Refer to: <http://bdnews24.com/bangladesh/2015/09/07/8th-national-pay-scale-approved-basic-pay-range-tk-8250---78000>

<sup>12</sup> Bureau of Statistics "Labor Force Survey", 2010

<sup>13</sup> Hearings from the officials of the Ministry of Public Administration.

**Table 4 BCS Cadre and the Number of BCS Cadre staff<sup>14</sup>**

NO.	BCS	BCS Cadre Numbers
1	ADMINISTRATION	4,779
2	AGRICULTURE	1,944
3	ANSAR	191
4	AUDIT & ACCOUNTS	242
5	CO-OPERATIVE	128
6	CUSTOMS & EXCISE	419
7	ECONOMIC	502
8	FAMILY PLANNING	215
9	FISHERIES	653
10	FOOD	106
11	FOREIGN AFFAIRS	269
12	FOREST	73
13	GENERAL EDUCATION	13,062
14	HEALTH	12,602
15	INFORMATION	613
16	LIVESTOCK	1,361
17	POLICE	1,671
18	POSTAL	160
19	PUBLIC HEALTH ENGINEERING	136
20	PUBLIC WORKS	823
21	RAILWAY RANSPORTATION&COMMERCIAL	54
22	RAILWAY ENGINEERING	162
23	ROADS & HIGH WAYS	472
24	STATISTICS	107
25	TAXATION	600
26	TECHNICAL EDUCATION	461
27	TELE-COMMUNICATION	461
28	TRADE	15
	Total	42,281

"Judicial" was included as one of the above cadres until 2007, and the officials in judicial cadre was appointed as judges in the lower court. Thereafter, the separation of judicial power and administrative power in appointing a judge was called for, judicial cadre was excluded from the cadre constituent in 2008 and Bangladesh Judicial Service (BJS) was newly established. Recruitment and personnel affairs are performed by the Bangladesh Judicial Service Commission, separately from the cadre officials<sup>15</sup>. The number of BJS officials by gender is as follows.

<sup>14</sup> MOPA, Public Administration Computer Centre, 2017

<sup>15</sup> Outline of legal system in Bangladesh, ICCLC, <http://www.icclc.or.jp/pdf/info170317.pdf>



**Table 5 Number of BJS staff by gender**

Position	Male	Female	Total
District Judge	160	24	184
Additional District Judge	196	28	224
Joint District Judge	240	92	332
Senior Assistant Judge	244	71	315
Assistant Judge	292	158	450
Total	1,132	373	1,505

Source: MoLPA, 2017

### **Recruitment**

While the personnel management system of Bangladesh civil servants is managed by various organizations, Ministry of Public Administration and Bangladesh Public Service Commission (BPSC) play a major role in recruitment and selection of cadre officials, who are eligible to apply for JDS. In the case of public servants other than BCS cadre officials, the ministries and agencies to which the public servants belong are responsible for the entire personnel system.

To become a cadre official, it is necessary to pass the BCS recruitment examination. BPSC advertises for recruitment examination in the newspapers, etc. People aged 21 to 30 who have bachelor's degree and whose nationality is Bangladesh are qualified to take the said examination<sup>16</sup>, and the name of the desired cadre out of 28 cadres must be indicated in the application forms. The quota system has been adopted in the examination and 55% of the positions is allocated to freedom fighters (30%), women (10%), minority communities (5%) and 64 districts (10%)<sup>17</sup>. The pass rate of the recruitment examination varies from year to year. For example, the proportion of successful applicants in the 31st period was 1.2% of the total, 4.4% in the 33rd period and 0.98% in the 34th period<sup>18</sup>. Each case indicates that gaining a position of cadre official is highly competitive.

### **Promotion and transfer (Career path)**

While promotion of civil servants has been conducted according to the BCS recruitment rule (1981), promotion from the section manager to the secretary level is determined by the Super Selection Board (SSB)<sup>19</sup> headed by the Cabinet Secretary, in accordance with the BCS officials promotion rule (2002). Promotion and assignment of the other cadre officials is performed by the respective ministries and agencies to which the cadre belongs.

In principle, the following elements are considered in the promotion process: (1) years of service, (2) academic performance, (3) average of the Annual Confidential Report (ACR) in the past 5 years, (4) average of ACRs other than the past five years, (5) additional points (where there is no

<sup>16</sup> Applicant's age limits for freedom fighters, disabled and health cadre (doctors) are 32 years old.

<sup>17</sup> ISSN2224-5731(paper)ISSN2225-0972(online), Vol.2, No.5,2012, Public policy and administration Research, www.iiste.org

<sup>18</sup> Information provided by consultants.

<sup>19</sup> SSB is chaired by the Cabinet Secretary and consists of Secretary level officials of each ministries

problem reporting in all past ACRs), (6) Disciplinary Report<sup>20</sup>. Scores are allocated for each element as shown in the table below. The score allocated for academic performance is 25 points, which varies depending on the performance in undergraduate and Master's degrees, etc. The number of points required for an official at Senior Assistant Secretary Level to be promoted to Deputy Secretary Level (equivalent to manager level) is 83 points or more out of 100 points, and 85 points or more out of 100 points to be promoted to Joint Secretary Level (equivalent to agency head level).

**Table 6 Personnel Evaluation Object of BCS Cadre staff**

Score (Total 100 point)	Evaluation Element
55	ACR
25	Academic Record
10	Additional Points
10	Disciplinary Report

Source: Hearings from the officials of the Ministry of Public Administration.

**Table 7 Evaluated in Academic Performance**

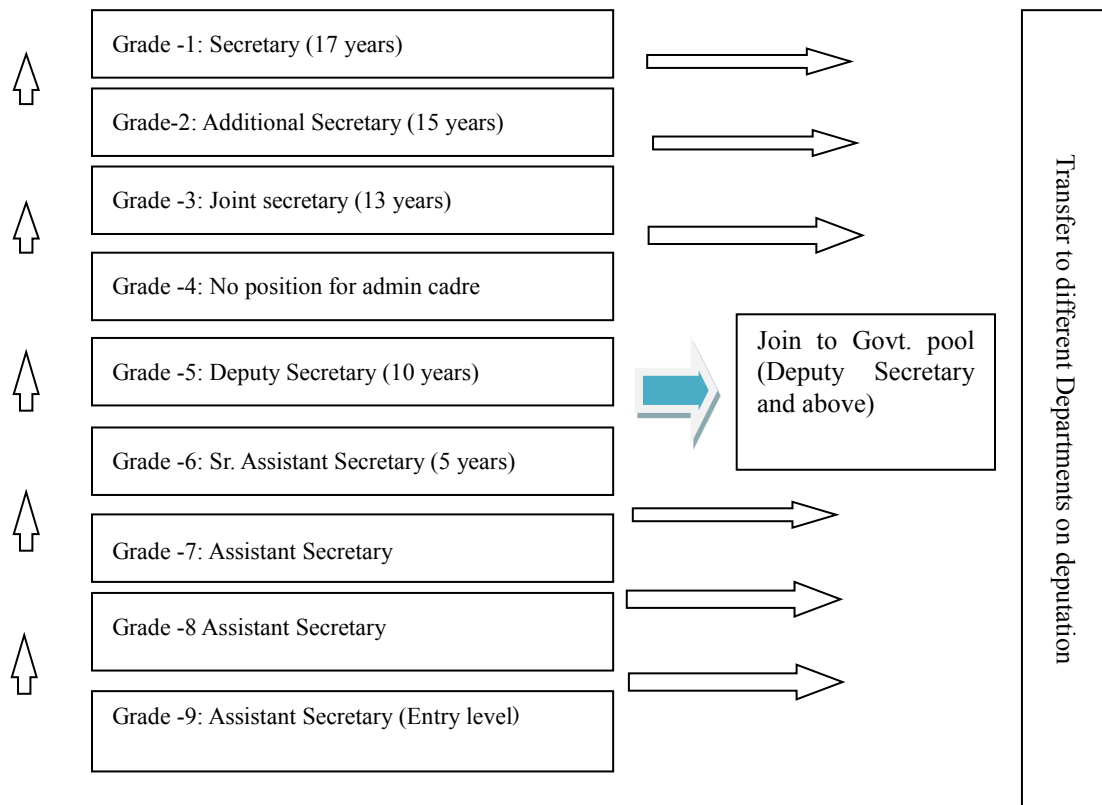
Grade level	Secondary School Certificate	Higher Secondary School Certificate	Bachelor	Master
1 <sup>st</sup>	6	6	9	4
2 <sup>nd</sup>	4	4	6	3
3 <sup>rd</sup>	2	2	3	2

Source: Hearings from the officials of the Ministry of Public Administration.

The general career of a cadre official starts with Grade 9. After training period and Assistant Secretary Level, Grade 6 is equivalent to the Senior Assistant Secretary. After that, the career path will be split into two. First of all, when aiming for promotion to the Secretary Level, it is necessary to get out of a specific cadre and enter the Government Pool. One course is to be promoted to Deputy Secretary, Joint Secretary, and Additional Secretary through Secretary after promotion examination. Not all cadres follow this course. In the case of promotion to Deputy Secretary level, the quota system has been adopted and 75% of the total positions is allocated to officials of administrative cadre and the remaining 25% is allocated to cadre officials other than administrative cadre. Therefore, those who cannot or do not want to follow the aforementioned course would remain at the current cadre as an alternative path and seek promotion in that path. In that case, promotion and placement will be determined by personnel division of each ministry, not SSB.

In addition, there is Deputation System that enables cadre officials to work in other ministries and agencies. Officials of administrative cadre are very often placed in other ministries and agencies under this system.

<sup>20</sup> A M M Shawkat Ali "Civil Service Management in Bangladesh, An Agenda for Policy Reform, p175", 2010, and hearings from the officials of the Ministry of Public Administration.



Source: Made by Survey team based on hearing from MOPA

**Figure 3 Career Path for the Administration Cadre**

Aside from general promotion system described above, placement of senior officials may be determined based on political loyalty in a way that does not meet the aforementioned conditions for promotion. An example of this is relocation of retired cadre officials to the position of senior official. In addition, there is a personnel system referred to as the Officer on Special Duty (OSD), which manages the personnel allocation influenced by political will<sup>21</sup>. The personnel allocation under the said system can be seen especially when the government changed. According to the newspaper, The Daily Star, the number of officials qualified for the OSD between 2004 and 2012 was 3,605 in total<sup>22</sup> and approximately 500 (approximately 1% of all civil servants) between 2015 and 2016. The placement by job title under the OSD from 2015 to 2016 is shown in the table below, which indicates that a certain number of placement occurred regardless of job title. During the period of the OSD, average ACR score may decline because Annual Confidential Report (ACR) is not evaluated, which could have negative impact on promotion.

<sup>21</sup> Murayama referred to the OSD as "punishment position to which the duty cannot be assigned, "The ultimate authority asserted by BNP coalition government based on the stable power in the first year: Bangladesh in 2002," IDE-JETRO, 2003.

<sup>22</sup> <http://www.thedailystar.net/news/osd-for-16-years>

**Table 8 OSD during 2015 to 2016 with Position Wise**

Position	Number
Secretary	3
Additional Secretary	44
Joint Secretary	232
Deputy Secretary	86
Other	135
Total	500

Source: Made by Survey team based on hearing from MOPA.

### **Gender consideration**

In the "National Strategy for Promotion of Gender Equality," Bangladesh sets the goal of reducing gender disparities in the political field and increasing women in leadership and managerial positions in administrative organizations. In addition, matters concerning gender considerations are clearly stipulated in treaties and conventions such as International Convention on the Elimination of All Forms of Discrimination against Women, National Labor Code (2006) and National Women Development Policy (2011).

The proportion of women in each cadre and each job title in Bangladesh is shown in Tables 9 and 10 below, respectively. The proportion of women in cadre is highest at 45% in education cadre, followed by 22.8% in administrative cadre and 21.2% in agriculture. The proportion of women in cadre is lowest in fisheries and public works cadre (both 7.3%). At the job title level, the proportion of women is 18.6% on average in all job titles. As mentioned above, the Bangladesh government has set a goal of increasing the proportion of female civil servants to 25% by 2020 in the Seventh Five-year Plan, and further efforts are required.

On the other hand, in Bangladesh, some noteworthy initiatives with regard to gender consideration have commenced. Such examples are BCS Women Network that was established to increase equal opportunities for female civil servants, and gender guidelines scheduled to be issued in near future as a comprehensive gender policy for civil servants in Bangladesh for the first time.

**Table 9 Percentage of Female Staff in Each Cadre**

Cadre	Percentage of female Cadre Officers
Education	45.0
Administration	22.8
Agriculture	21.2
Economic	20.6
Foreign Affairs	16.9
Roads and Highways	11.8
Police	10.2
Railway	7.4
Fisheries	7.3
Public works	7.3

Source: Made by Survey team based on hearing from MOPA

**Table 10 Number of Employees by Gender and their Proportion by Position**

Position	Male	Female	Percentage of female
Deputy Secretary	1,086	202	15.6
Additional Secretary	454	78	14.6
Secretary	69	9	13.6
Joint Secretary	749	98	11.5

Source: MOPA, Public Administration Computer Center, 2017

### **1-3-2. Human resource development system**

Major training institutions for civil servants include the Bangladesh Public Administration Training Center (BPATC) for all cadre officials and the Bangladesh Civil Service Administration Academy (BCSAA) which covers only administrative cadre. BPATC, which was established in 1984, currently offers two courses, a career development course and a short-term specialized course. Career development courses that could affect the promotion of cadre officials include; (1) basic training course for new officials, (2) advanced training course on administration and development for manager level personnel and (3) training course for senior civil servants intended for personnel at agency head level or above. All new cadre officials shall first take the training course mentioned in (1) above, where they will learn a wide range subjects including history of Bangladesh, public policy, management, development economy, English and IT. Cadre officials continue to take specialized training courses provided by the respective ministry or agency, after completing this basic training course for new officials.

"Strengthening Government through Capacity Development of the BCS Cadre Officials" is provided as scholarship program (Master's degree and Diploma) of Bangladesh government for BCS cadre officials. The program utilizes funds from Japan's debt reduction equivalent fund (JDCF) and is administered by the Ministry of Public Administration. The number of graduate is 432 in Master's degree and 129 in Diploma. The accepting universities are determined by the Ministry of Public Administration based on the university ranking in Australia, UK, the U.S., etc.

The number of applicants to be accepted in 2017 is 105 (85 for Master's degree and 20 for Diploma), and about 150 applicants are attracted each year. Criteria for the English ability is IELTS 6.0 in total (or 5.5 and above for each element). As the JDCF will expire in 2017, the Bangladesh government is currently looking for donors.

### **1-3-3. Human Resource Situation and Needs for Human Resource Development in Target Organizations**

Survey of the Target Organizations was conducted with the questionnaires shown below, in order to validate the situation of Target Organizations such as the necessity of human resource development in priority area/development issue in the Target Organization, the roles, number of employees (breakdown by job class) of the Target Organization, and the number of potential JDS candidates in the Target Organization (e.g., number of employees who meet qualifications and requirements, such as English proficiency), among others.

### **(1) Questionnaire survey overview**

A questionnaire was carried out with expected target organizations for Phase 3 using the new system in March 2017.

- The date sent questionnaire to target organizations: March 28, 2017
- Deadline: April 30, 2017 (Extended deadline: May 31, 2017)
- Targets: 59 organizations<sup>23</sup>
- Response rate:33% (20 out of 59 agencies responded)

### **(2) Interviews survey overview**

Building on the results of the questionnaire and the analysis of existing materials in Japan, field surveys were conducted in Bangladesh in late March 2017 to May 2017, visiting target organizations to have interviews regarding the needs of personnel training and development issues. In addition, requests feedback for the results of the Phase 2 recruitment selection under the new system and for cooperation with the next phase were also made.

### **(3) Key finding**

#### **Potential candidate population**

The ratio at the Ministry of Foreign Affairs, Ministry of Commerce, Road Transport and Highways Division in the Ministry of Road Transport and Highways Division, Finance Division under Ministry of Finance and Ministry of Agriculture which have high ratios of BCS cadre staff in relation to the total staff numbers, reach 90%. The Bangladesh Bank has 70% of its staff as Class-1 officials.

While the educational qualifications of the cadre staff in each organization and Class-1 officials in the Bangladesh Bank show some discrepancies between organizations, it was found that on average those with only bachelor's degrees account for 18% of the total, those with master's degrees for 81% of the total, and those with doctorates for 1% of the total, making those with master's degrees the overwhelming majority. In addition, the number of fulltime staff (at all organization where responded questionnaire at this time) studying in foreign countries to obtain a master's degree or doctorate was 147 out of 17,941 (100 studying for a master's degree; 47 for a doctorate).

#### **Needs for Master and Doctoral degree program**

According to those organizations who responded to the survey, the most important factors for promotion were, 1. work performance (36%), 2. years of service (31%), and 3. education background (28%). Of the organizations which responded to the question about whether obtaining a master's degree would affect promotion prospects, 90% responded that it would, or would not

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<sup>23</sup> In Bangladesh, policies and policies differ depending on each division. For this reason, questionnaires were distributed each division, not each ministry.

directly, but would be beneficial, while 10% responded that it would not. However, when it came to doctorates, the importance was lessened, with 35% of organizations replying that it would not affect promotion, 65% replying that it would not, but would be beneficial, and no organizations replying that it would affect promotions.

On the other hand, looking at the highest educational qualifications of each ministry, there was an extremely high ratio of people with master's degrees, with 75% at the additional secretary level, 88% at the secretary level, and 81% at the ministerial level. For doctorates, both the secretary level and ministerial level ratios were 6%.

This shows that obtaining a master's degree has a major effect on promotion. In addition, the connection between a PhD program and promotion as seen in the results of the survey suggested that, while a doctorate was not included in the promotion standards, it would be likely to have some impact on promotion the higher the person rose in the bureaucracy.

All organizations are keen to send out staff to the PhD program for the JDS, with positive responses from each that were either "We will of course send staff as an organization (for the JDS scholarship)" or "We will probably send staff." This shows how highly regarded the JDS is within these organizations. In fact, the reputation of the JDS among government ministries is high, and we often hear how well JDS returned fellows are performing on their return. At the interview at the Bangladesh Bank, someone commented that "as JDS returned fellows perform well, on their return home they are assigned to positions where they can use what they have learned in Japan, or to key posts," while a comment from the Ministry of Public Administration stated that "we see changes not just in the knowledge they learned studying in Japan, but in their whole attitude towards their work."

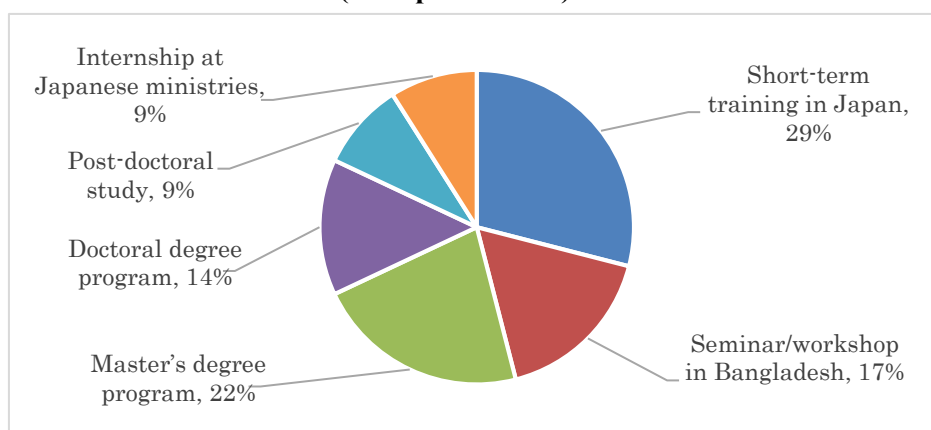
However, regarding sending staff as an organization, without any return to the job, to move from a master's to a doctorate, the same number of organizations that responded "sending staff for five years is too long" and "there are no problems with sending staff." So there are a certain number of organizations that feel that it is better to obtain a master's degree in Japan and then have a certain period of time set aside for returning to work after returning home.

### **Personnel system in Target Organizations**

The 12 organizations out of 20 that responded to the survey noted that they already had their own human resources development policies/strategies, and even of those that responded that they did not, they said they were developing them. The human resources development carried out in the various organizations generally includes providing training both in Bangladesh and in other countries, as well as seminars and workshops.

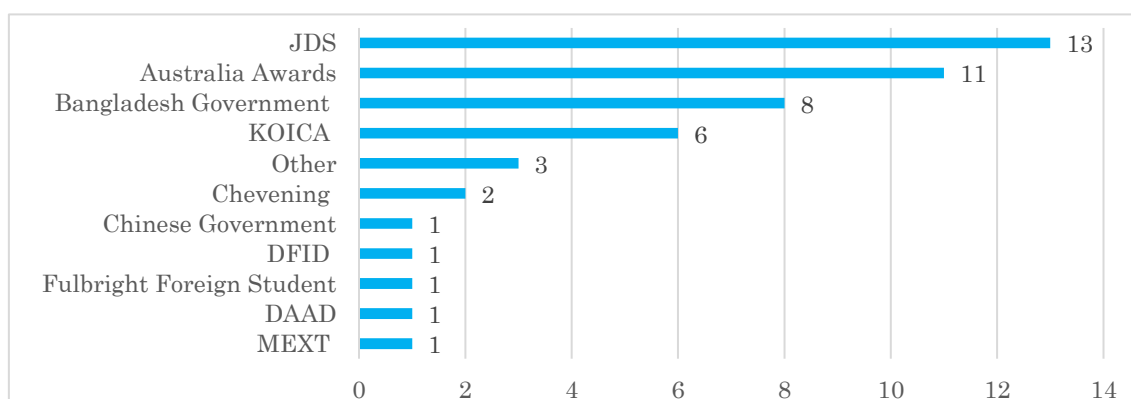
The sort of human resources development programs the various organizations want include short-term training in Japan (29%) and obtaining a master's degree (22%), holding seminars and workshops in Bangladesh (17%), obtaining a doctorate (14%), and internships at related ministries or agencies in Japan and Post-doctoral study (both at 9%). (Figure 4, multiple answers)

**Figure 4 Needs of Target Organizations for Human Resources Development Programs (multiple answers)**



**Popular scholarship among civil servants in Bangladesh**

Regarding the popular scholarship among each organization, it was revealed that, most popular scholarship was JDS (27%), Australia Awards (23%), Bangladesh government scholarship (16%) and KOICA (12%).



**Figure 5 Popular Scholarship (multiple answers)**

From 2002 to 2016, a total of 183 people obtained the following scholarships and acquired master's degrees in foreign countries. The Australian Awards was a decisive lead and accounted for about 45 %of the total.

**Table 11 Scholarships and Number of People (2002-2016)**

Scholarship	Numbers
Australia Awards	82
Other (KOICA, JISPA etc.)	47
Bangladesh Government (JDCF)	33
Chevening	15
Fulbright Foreign Student	3
MEXT Scholarship	3
Total	183



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

### 1-4-1. Trends of the Japanese ODA

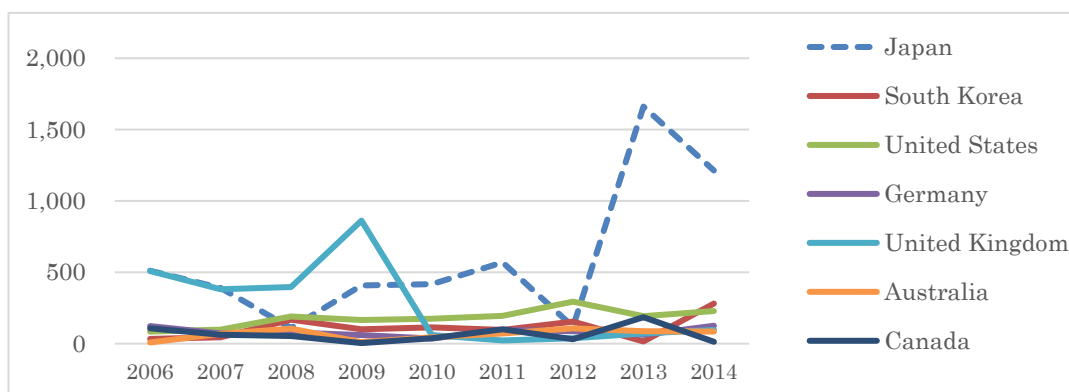
As Bangladesh's largest donor nation, Japan has provided a wide range of aid since 1990, when Bangladesh moved to a market economy. Japan's aid policies for Bangladesh were codified in the April 2014 Country Assistance Program for the People's Republic of Bangladesh. Bangladesh society faces issues such as poverty, so assistance will be provided to help the government of Bangladesh carry out initiatives aimed at sustainable economic growth, as well as a balanced growth, that allows the benefits of growth to be returned to the citizens as a whole.

Aid priority areas (intermediate goals) are divided into three areas, with eight development issues (minor goals) set. The JDS project in Bangladesh is positioned as a project for contributing to all development issues in the project deployment plan set under the Country Assistance Program for the People's Republic of Bangladesh.

**Table 12 Japan's Assistance Policy to Bangladesh**

Priority Area	Development Issues	Program
Accelerating sustainable economic growth with equity and bringing people out of poverty towards becoming a middle-income country.	Accelerate economic growth so that everyone can enjoy the benefits of becoming a middle-income	Infrastructure Development
		Private sector development
		Urban development
	Overcoming social vulnerability	Human development
		Agriculture and rural development
		Development of capacity for public administration
		Measurement disaster reduction / climate change
	Other	Other (Citizen participation and cooperation)

Japan's bilateral aid to Bangladesh dropped temporarily in 2012, after the Great East Japan Earthquake, but rebounded to provide a wide range of aid as the country's biggest donor nation. At the summit conference in 2014, Japan informed the Bangladeshi government that it would provide aid amounting to 600 billion yen over a four-to-five year period, mainly as a yen loan. Changes in aid provided by major donor nations recently is shown in Figure 6.



Source: OECD data, <http://www.oecd.org/>

**Figure 6 Change in Aid Expenditure of Major Donors to Bangladesh (Dollars in Millions, based on Aggregate Spending)**

### (1) Trends and activities of Japanese Ministry and Agencies

The Ministry of Economy, Trade and Industry promotes medical-related projects. Also, Ministry of Land, Infrastructure, Transport and Tourism is developing technical cooperation on infrastructure development in Bangladesh.

**Table 13 Activities of Japanese Ministries and Agencies to Bangladesh**

Ministry	Activities
Ministry of Economy, Trade and Industry	<ul style="list-style-type: none"> <li>• Promotion of medical related projects (imaging diagnostic technology, acceptance Bangladeshi doctors and provide training, acceptance executive officers from Ministry of Health and Family Welfare).</li> <li>• Japan and Bangladesh Signed a Low Carbon Growth Partnership(Bilateral Offset Credit Mechanism)</li> </ul>
Ministry of the Environment	<ul style="list-style-type: none"> <li>• Basic business environment study, is named as e-waste recycle business based on social business in Dhaka city, Bangladesh</li> </ul>
Ministry of Land, Infrastructure, Transport and Tourism	<ul style="list-style-type: none"> <li>• The Kanchpur, Meghna and Gumti 2nd Bridges Construction and Existing Bridges Rehabilitation Project</li> <li>• The Project for Improvement of Airport Safety and Security Systems</li> <li>• The Project for Capacity Development of Management for Sustainable Water related Infrastructure</li> </ul>

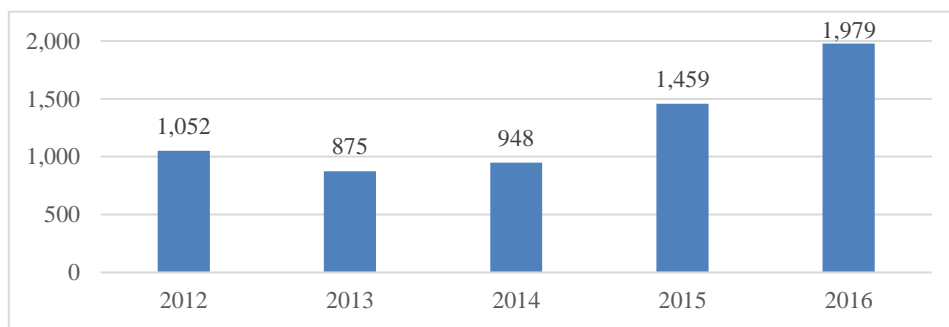
### (2) JICA Activities

The Bangladeshi government aims to become a middle-income country by 2021 through sustainable economic growth and escaping from poverty. To this end, JICA has been providing priority assistance for infrastructure development, health and medicine, education, the environment, agriculture, and administration. The amount of yen loans to Bangladesh has been increasing in recent years, topping 100 billion yen in fiscal year 2014.

Work is proceeding on developing the economic infrastructure to accelerate economic growth in particular, with cooperation for infrastructure development, improvements to the institutional policy environment, and human resources development as part of the Bay of Bengal Industrial Growth-Belt (BIG-B) Initiative. A number of other projects are being carried out, such as the Program for Stable Power Supply, the National Transportation Network Improvement Program, the Private Sector Development Program, and the Urban Development Program.

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

As of May 2016, 239,287 international students<sup>24</sup> (government-sponsored and privately-financed) are receiving education in Japan. Looking at the number of international students by region of origin, students from Asian region account for 93.0%, the 13<sup>th</sup> largest group overall. Although the number of students from Bangladesh to Japan temporarily declined in 2013, it continued to grow steadily, and the numbers in 2016 was more than twice since then which was 1,979.



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

**Figure 7 Number of Bangladesh Students to Japan (past 10 years)**

Mainly five organizations operate programs for Bangladesh students studying in Japan sponsored by the Japanese government. There are three major types of programs which target administrative officers like JDS: Young Leaders' Program (YLP), a scholarship student program sponsored by MoEYS; scholarship student programs operated with contributions from the Japanese government to international organizations; and JICA's long-term training programs. Table 14 describes the outlines of these programs.

<sup>24</sup> Japan Student Services Organization (JASSO) : annual survey on international students

**Table 14 Japanese Government's Scholarship Programs**

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation 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 government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese Studies overseas, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

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

Japanese government-sponsored scholarship programs for international students was started in 1954. Under this programs, “Research Student” is the similar scholarship as JDS which provide master program in Japan. In case of Bangladesh, this scholarship began in the East Pakistani era from 1955, and about 100 students a year, a total of over 3,000 students from Bangladesh studied in Japan with this scholarship. The trends of the number since the start are as follows.

**Table 15 Acceptance Record of Research Students from Bangladesh by MEXT<sup>25</sup>**

Year	1955~ 2002	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Number	1,990	128	108	121	116	83	78	115	95	181	153	3,168

Also, Young Leader’s Program (YLP), a scholarship student programs for the master course by Ministry of Education, Culture, Sports, Science and Technology started in 2001, is targeted administrative officers like JSD. In Bangladesh, this scholarship began from 2008, and about a few people a year, a total 19 students from Bangladesh have studied in Japan with this scholarship. The number of people accepted through this scholarship are as following.

**Table 16 Acceptance of Research Student and YLP in MEXT Scholarship Program<sup>26</sup>**

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
Number	1	1	4	2	2	3	2	2	2	19

<sup>25</sup> Information from Embassy of Japan in Bangladesh

<sup>26</sup> Same as above

The overview about MEXT and YLP Scholarship Programs are as following;

**Table 17 Overview of Research Student and YLP in MEXT Scholarship Program**

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

## (2) JICA's Studying abroad Projects in Bangladesh

The Government officers in Bangladesh are eligible to take JICA's long-term training (per-issue training course, "Seismology, Seismic Engineering, and Tsunami Disaster Mitigation"). This is a one-year international training course run by JICA. As the name of the course suggests, this course is designed to increase skills in seismology, seismic engineering, and tsunami disaster mitigation for developing regions that are susceptible to natural disasters. Targets are technical-oriented government officials, researchers, or university staff who either have a bachelor's degree in a related field or have work experience. The JDS is also offered to some of these people.

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

As of February 2016, there are 240 Japanese companies with offices in Bangladesh,<sup>27</sup> a number which is continuing to increase. The barriers to investment in Bangladesh are often stated to include under-developed infrastructure, corruption, and inefficient bureaucracy, but the country's stable economic growth, wealth of young labor, and low wages make it increasingly attractive as a market. The Japanese government promised 600 billion yen in economic cooperation over the next four to five years at the Japan- Bangladesh summit conferences held in May and September 2014, and support is now being given for improving the investment environment to make it more attractive for foreign corporations, including Japanese ones.

The Japan Bangladesh Business Forum was held on September 6, 2014, during Prime Minister Abe's visit to Dhaka. It was attended by some 500 people from the Bangladeshi government or related parties, Japanese companies doing business or considering doing business in Bangladesh, Japanese government officials, and members of the press from both countries, which shows how much interest there was in its topic.

Japanese corporations temporarily pulled out of the country after the terrorism attack in Dhaka in July 2016, but according to interviews conducted with JETRO's Dhaka Office, there was almost no effect: "In Bangladesh's case, the lack of trained middle managers means that Japanese have to be sent here." So there are a large number of companies who intend to increase the number of Japanese staff stationed in Bangladesh.

#### **(1) Example of Private Sector Cooperation and Exchange**

##### **Overseas Human Resources and Industry Development Association (HIDA) Alumni Association**

This association is run by Bangladeshi graduates of the Overseas Human Resources and Industry Development Association (HIDA), which hosts trainees from overseas in Japan. There are about 1,000 members in Dhaka, and 800 in Chittagong, making it an active association. They enable networking among HIDA returned fellows and work to strengthen the relationship between Japan and Bangladesh, provide support for trainees, and hold seminars and workshops. The association is run completely separately from HIDA itself, and funded by donations from members.

##### **Successful examples of private company**

Trends for Japanese corporations in Bangladesh include (1) a move towards making the country a "China Plus One" replacement due to its cheap and plentiful labor supply, (2) a move towards capturing the middle class and wealthy as consumer market targets as the income standards increase, and (3) moving into BOP businesses, CSR, and so on for the low-income demographic.<sup>28</sup>

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<sup>27</sup> JETRO Bangladesh Office website

<sup>28</sup> JETRO Dhaka Office, "Bangladesh's Economy, Business, and Issues," 2016

Ajinomoto established a local subsidiary in 2011, and sells seasonings at local supermarkets. YKK set up a company in 2000, producing and selling zippers for export-oriented garment factories. Grameen Uniqlo established a company jointly with the Grameen Group in 2010, and now sells clothing at seven stores in Dhaka.

### 1-5. Trend of Other Donor’s Aid

In Bangladesh, BCS cadre have many opportunities to obtain overseas scholarship and there is a competition among donors to acquire qualified international students. In particular, the “Australia Awards”, scholarship project by the Australian government, is aimed to develop leaders who can contribute to the development of Bangladesh as same as JDS, is one of the popular scholarship for the BCS cadre, as it is also shown in the questionnaire survey mentioned before. The abstract of the other donor’s projects in Bangladesh is as following.

**Table 18 Other Donor’s Scholarship Programs in Bangladesh**

Donor	Australia	UK	China	Thailand	South Korea
Program	Australia Awards	Chevening Scholarships	MOFCOM scholarship	TICA Thailand International Postgraduate Program	KOICA Scholarship Program
Degree	Master	Master	Master, PhD	Master	Master
Target	Government officers, private and civil society sector	Open recruitment	Government officers	Government officers	Government officers
Field of study	Economic Development, Mathematics, Finance, Trade, Business, Agriculture, Governance etc.	Climate change, Education, Environment, Infrastructure, STEM, Urban development, Public administration	Public policy, Law, Environment, Engineering	Fulfilling Economy, Global Warming and Environment, Food Security, Public Health	Economic policy, Training of Female Leaders, Trade, Agriculture, Administration, Economic Development etc.
Feature	A program aimed at achieving the growth goals of the partner country and realizing good relations between the two countries through economic development and strengthening regional security.	A program to study in a master's program for one year at a UK university with the aim of nurturing future leaders.	A program aimed to strengthen relationship between both country and enhance government official’s ability of partner country. Slot number(Master: 200, PhD:70 in 2016)	A program aimed at expanding Thailand's efforts to promote partnership with target countries.	A program to provide administrative officials who will become future leaders at the government of the target country opportunities to improve their expertise and deepen their learning while touching Korean culture.



Interviews were conducted with major donors in this preliminary survey on their previous track record, application encouragement methods, selection steps, follow-up methods for JDS returned fellows, and so on, as well as to analyze the comparative advantages of this project. The results of the local surveys are shown below.

### **(1) Australia Awards Scholarship**

These awards were started by the Australian government in 1950, although the name has changed several times, and the current name, the "Australia Award," goes back to 2009. Over its history, more than 1,200 students have obtained post-graduate degrees (master's or doctorates) at Australian universities. The number of students accepted each year varies, with 22 in the 2016 academic year and 64 in the 2017 academic year. There are between three and four hundred applicants each year.

In Bangladesh, in addition to the BCS cadre, the judicial cadre, officials from ICDDR (an organization that specializes in infectious diseases), and officials from BRAC (one of the world's largest NGOs) are eligible, and private enterprises have been added to the eligibility framework as of 2017. In addition, common to all target nations, an inclusion policy formed from the three pillars of (1) gender equality, (2) support for the disabled, and (3) regional support.

Recruitment activities are, like the JDS, done through newspaper notifications, seminars that also cover regional areas (interested participants need to register online first), distribution of information to government agencies, and requests for publicity through members of alumni societies, as well as notices on the Australian High Commission Facebook site. Recruitment and selection are done through an online system, with basic checks, reviews of submitted materials, and final interviews conducted by Australian High Commission officials and officials from the Economic Relations Division, Bangladeshi Ministry of Finance. Costs for health checks and English exams are borne by the candidates themselves. Successful candidates must themselves apply for entry visas and carry out university enrolment procedures.

The comparative advantages of the Australia Award compared with other scholarships is shown below.

- 1) Large number of slots
- 2) No upper age limit
- 3) Name recognition
- 4) Support from student support personnel during the study period (a minimum of one Australia Award international student's staff liaison per host university).
- 5) Part-time work is allowed within the limitations of the student's visa.
- 6) Up to a year's leave of absence is permitted, depending on the student's situation (payment of the scholarship is suspended during this period).
- 7) Families are admitted three months later, but students who need care or are nursing mothers may arrive with their family.

For 6) above, long-term leave to return home is possible if, for example, a student gets pregnant, or something happens to a family member back in Bangladesh. In addition, if by some chance the student's scholastic performance fails to meet expectations, they can switch midway from aiming for a master's degree to aiming for a diploma. Tracking information regarding returned fellows is done using an online database which is updated every two years. The alumni association is in general funded by membership fees (1,000 taka a month). The lion's share of the alumni association budget is allocated for the regional alumni events. Last year, this was held in Nepal, and five members from Bangladesh attended.

## **(2) Chevening Scholarship**

The Chevening Scholarship is a nationally-funded overseas study scheme from the British government that started in 1983. Designed to foster young global elite, including from Japan, it provides a one-year master's course. In 2016, it was scheduled to be awarded to more than 700 people, of which 16 students from Bangladesh. It makes effective use of social media such as Facebook and Twitter, and of graduates and current fellows, who share their experiences. Applicants in each country can apply using an online system, making it easy to apply. The application period is from early August to early November, which is similar to the JDS. The deadline for applications is the same for all target countries. The candidates themselves can select the universities they wish to attend, but the partner universities are selected by the program. If a candidate chooses a university with fees that are more than the set scholarship, they can still attend if they make up the difference themselves. Priority target fields are set, but they are broadly separated themes, and there is no need to carry out research that precisely matches the field.

The implementing organization in Bangladesh is the British High Commission (Dhaka), two officials of which are responsible for managing recruitment and application, and helping with selection. In general, through all selections, contact with applicants is the purview of the head office of the scholarship, in London. A special point in selection is that selection does not emphasize academic qualifications, but rather the potential for leadership, whether the candidate has a clear vision for the future, and whether they have carried out any activities to back this up are given greater weight.

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

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

The JDS project is aimed at fostering young administration officials, etc. who can be expected to play roles in the future of Bangladesh's social and economic development, by allowing them the chance to obtain master's degrees at universities in Japan. In addition, it contributes to strengthening the partnership between both countries through the construction of human networks.

This project provides support for the expenses necessary for up to thirty international students, selected from amongst young administration officials, to obtain degrees at Japanese graduate schools in fields related to the priority development issues in Bangladesh. In addition, a program directly connected with solving development issues in target nations are also provided by having universities provide special programs aimed at JDS fellows outside formal classes, hosting them strategically and effectively at the same university based on a four-year plan prepared ahead of time to deal more specifically with priority issues.

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

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

##### **(1) Sub-Program, Component and Research Theme**

During the field survey in March 2017, the preparatory survey team presented a framework proposal. Based on the discussion held between the both parties, target priority areas as Sub-Program and target development issues as Component are identified and agreed as Table (see table 19). The slot numbers of Master course are 30 people /Batch, in total 120 people for 4 Batch are confirmed but the number will be reviewed in the Exchange of Notes (E/N) and Grant Agreement (G/A) every year.

**Table 19 Framework of Bangladesh JDS Project (FY 2018 - FY 2021)**

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Possible Fields of Study:	Slot
Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administrative Government	<ul style="list-style-type: none"> <li>▪ Governance / Administration</li> <li>▪ Local Governance / Local Autonomous</li> <li>▪ International Relations</li> <li>▪ Kaizen</li> <li>▪ Information Security</li> <li>▪ ICT</li> </ul>	12
	1-2 Enhancement Legal Capacity and Policy	<ul style="list-style-type: none"> <li>▪ International Law</li> <li>▪ Intellectual Property Laws</li> <li>▪ Justice</li> </ul>	2
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	<ul style="list-style-type: none"> <li>▪ Urban Planning / Policy</li> <li>▪ Regional Development Planning / Policy</li> <li>▪ Agriculture/ Rural Development Planning / Policy</li> <li>▪ Local Governance / Local Autonomous</li> <li>▪ Disaster Risk Reduction Management / Policy</li> </ul>	10
	1-4 Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth	<ul style="list-style-type: none"> <li>▪ Macro / Micro Economics</li> <li>▪ Environmental Economics</li> <li>▪ Statistics</li> <li>▪ Public Finance Management / Policy</li> <li>▪ Public Investment Management / Policy</li> <li>▪ Industrial Policy</li> <li>▪ Private Investment Promotion</li> </ul>	6

**(2) Target organization**

Target Organizations are selected for BCS Cadre and Class1 Bangladesh Bank Officials which are closely related to Sub-Program and Components and are expected to make direct contributions to resolving related development issues.

The survey team proposed that the Bangladesh Judicial Service (BJS) be targeted in the judicial field, which provides few applicants each year. However, the Bangladesh side felt that the BCS cadre, which makes bills, would be a better target than the BJS, which governs enforcement of the law, so they were not included.

**(3) Accepting Universities**

Prior to the Preparatory Survey, JICA presented assumed Target Areas and Development Issues of JDS project in Bangladesh to universities that have accepted JDS fellows in the past and those who wish to newly accept, and invited the universities to submit proposals on the countries/issues from which they wish to accept fellows. As a result, 31 proposals in total were submitted from 25 graduate schools in the 22 universities

Based on evaluation procedure, JICA Headquarters and JICA Bangladesh Office evaluated the contents of proposals which had been submitted by universities and items such as the past records of accepting international students including JDS fellows and systems for accepting fellows from

Bangladesh. In the course of selecting Accepting Universities, it was considered to involving new universities in order to offer the opportunity of participating in JDS project to more universities and graduate schools.

During the preparatory survey phase, the survey team met with the Bangladesh operating committee members and presented a shortlist of Japanese universities that were believed to have put forward the best offers with respect to the proposed components, along with background information about the universities. Table 20 lists the universities and final candidate numbers agreed upon at this meeting.

**Table 20 Accepting Universities of the JDS Project in Bangladesh**

Sub program	Components	University	Graduate school	Slot
Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administrative Government	Meiji University	Graduate School of Governance Studies,	5
		Yamaguchi University	Graduate School of Economics	5
		Kobe University	Graduate School of International Cooperation Studies	2
	1-2 Enhancement Legal Capacity and Policy	Keio University	Law School	2
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	University of Tsukuba	Graduate School of Life and Environmental Sciences	4
		Yokohama National University	Graduate School of Urban Innovation	2
		Hiroshima University	Graduate School for International Development and Cooperation	4
	1-4 Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth	Kobe University	Graduate School of International Cooperation Studies	2
		International University of Japan	Graduate School of International Relations	2
		Hiroshima University	Graduate School for International Development and Cooperation	2

There was a suggestion by the Bangladesh side regarding the legal field that, rather than a department with the focus on training lawyers such as judges and attorneys, it would be better to have a department where they could learn broadly about drafting bills. However, the Keio University Graduate School of Law, recommended by the survey team, showed their understanding of the purport and targets of this component, reconfirming their interest in hosting JDS fellows from Bangladesh, and responded that they felt able to provide such instruction.

On the other hand, while having an LL.B was a prerequisite for entering the Keio University Graduate School of Law, previous experience with recruitment showed that there were few applicants with this degree in the BCS cadre, and care would be needed to ensure that all places were actually filled. If there were empty slots, another component would be transferred to, but the Graduate School of Law is a one-year course, so it may not be possible to reassign the budget. Therefore, integration that allows transfer to the two-year course needs to be done at the planning stage.

#### **(4) Consideration of accepting JDS fellows to Doctoral degree program**

The doctoral program was welcomed with great expectation in consultation with the Bangladesh Operating Committee members. In order to utilize the limited slot of three people as a maximum, the survey team proposed to target only JDS returned fellows in principle. Bangladesh Operating Committee suggested that age requirement should be raised to 45 years old, not 40 years old in order to target more JDS returned fellows. In addition, Bangladesh Operating Committee suggested that returned fellows should work at least for 1 year at their organization after their Master's study in Japan. Details of recruitment and selection policy will be discussed at the 1st Operating Committee of FY 2017.

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

#### **(1) Addition of Operation Committee members**

It was confirmed that the JDS Operating Committee consists of the Bangladesh members (Economic Relations Division (hereinafter referred to as "ERD") under Ministry of Finance, Ministry of Public Administration, Ministry of Planning and Ministry of Education). In addition, Economic Relations Division under Ministry of Finance required that Additional Secretary of ERD is participating as a JDS Chairperson of Operating Committee, but since Joint Secretary of ERD is already involving JDS implementation as JDS Project Director, they request to approve him as a member of Operating Committee officially and accepted this offer.

**Table 21 Bangladesh Operating Committee Members**

Country	Position	Previous structure	Present structure
Bangladesh side	Chairperson	Economic Relations Division, Ministry of Finance, Additional Secretary	Economic Relations Division, Ministry of Finance, Additional Secretary
	Member	Ministry of Education, Joint Secretary	Ministry of Education, Joint Secretary
	Member	Ministry of Planning, Joint Chief	Ministry of Planning, Joint Chief
	Member	Ministry of Public Administration, Joint Secretary	Ministry of Public Administration, Joint Secretary
	Member	-	Economic Relations Division, Ministry of Finance, Joint Secretary
Japan side	Co-Chairperson	Embassy of Japan in Bangladesh, Counsellor	Embassy of Japan in Bangladesh, Counsellor
	Secretariat	JICA Bangladesh Office, Senior Representative	JICA Bangladesh Office, Senior Representative

**(2) Role of Operating Committee**

For a new member of the Operating Committee, the consultant explained the functions and roles (see Table 22) of the Committee based on the JDS operating guidelines. As JDS project is not merely a scholarship project but it is a part of development program, the consultant asked for the ministry's cooperation as a member referring to the importance of the role of the ministry in the Committee in order to urge strategic use of JDS project as Bangladesh government.

**Table 22 Role of Operating Committee**

Role	Details
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 national development plan of Bangladesh and general aid principles in Japan</li> <li>Selection principles for JDS project in Bangladesh determined in accordance with the JDS Operating 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	The final candidates chosen through the selection process are approved by the Operating Committee
Promote effective utilization of JDS returned fellows and follow-up	<ul style="list-style-type: none"> <li>Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project</li> </ul>
Others	<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 as appropriate</li> </ul>

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

Based on the general framework agreed upon during the field survey in March 2017, we formulated basic proposals in each of the JDS priority areas and explained to the Operating Committee from consultants. Each basic proposal outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in Bangladesh in each of the JDS priority areas.

In addition, it sets out the principles of aid provided by Japan, provides a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the accepting Japanese universities. The JDS fellows for four batches will be formulated as a single package or phase. The JDS fellows are sent under the same sub-program/component, nominated government body and accepting university for six years, in accordance with the basic proposal. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of the nominated government body. Details will be approved at the Operating Committee of FY 2017.

Table 23 is proposed applicant eligibility of the JDS Project in Bangladesh. It was basically agreed as there are no changes from previous batches.

**Table 23 Applicant Eligibility of the JDS Project in Bangladesh**

Points	Details
Nationality	Citizens of Bangladesh
Age	Under 40 years old (as of 1 <sup>st</sup> of April, 2018)
Academic Background	Possess a Bachelor Degree from universities authorized by the People's Republic of Bangladesh or other countries
Job Category	Bangladesh Civil Service (BCS) Cadre, Class-1 Officer of Bangladesh Bank
Work Experience	Has at least 2 years of work experience in the target organizations at the time of application.
English Proficiency	Has proficiency in English, sufficiently fluent for studying in Japan. Preferable IELTS 6.0/ TOEFL CBT 213/PBT 550
Others	Those who are currently awarded or scheduled to receive another scholarship, and those who have already obtained a master's or higher degree overseas under the support of foreign scholarship are ineligible.
	Must well understand the objective of JDS Project, and should have a strong willingness to work for the development of Bangladesh and contribute to the friendly relations between Bangladesh and Japan after their return.
	Must not be serving in the military
	Must be in good health, both mentally and physically.

Eligibility for application to a doctorate course obtained consensus from Operating Committee as shown in table 24. It will be determined officially at the first meeting of the Operating Committee in 2017.



**Table 24 Considerations regarding accepting into the Doctoral degree program**

Points	Details
Age	Under 45 years old (as of 1 <sup>st</sup> of April, 2018) Preferable under 40 years old
Academic Background	Applicants must be returned JDS fellows who have obtained a Master's degree
Occupation	Bangladesh Civil Service (BCS) Cadre, Class-1 Officer of Bangladesh Bank
Work Experience	Applicants must have returned to Bangladesh after finishing the Master's program and have worked for at least 2 years until 1 <sup>st</sup> of April, 2018 at his/her workplace
Others	Applicants must obtain approval (reference letter from a supervising professor) from a university in Japan
	Applicants must obtain a permission letter from his/her belonging organization

Opinions among the Operating Committee were initially divided regarding the age requirements, with some saying 40 should be the limit, while others said 45. However, as a consensus was reached among the Committee that if candidates with equivalent skills and personalities appeared, the younger one would be given priority, agreement was reached on setting the age limit at 45 (as of May 2017).

While opinions in other countries on academic qualifications were that candidates with doctoral study abroad needs should be widely targeted, rather than being limited to JDS returned fellows, in the case of Bangladesh, previous responses from interviews or surveys of returned fellows have shown that there are at least thirty potential candidates, so it was agreed by both sides to that the target was narrowed down to JDS fellows.

In light of the core objectives of the doctorate program, applicants will be expected to have acquired a certain level of work experience after completing their master's degree. For now, it is proposed as two years.

With regard to English proficiency, based on the fact that JDS returned fellows have already obtained their master's degree through JDS, it is not necessary to mention English requirement in the mandatory requirement for entry, but it is mentioned "English requirement should be followed the university application requirements" in the other requirements.

Also, it is desirable to have a recommendation letter from the instructor to be instructed, which can be almost taken as internal consent from the expected accepting university. However, depending on the cases of other countries so far, it will be different for each university as to whether or not it can be accepted as a recommendation letter, so it is desirable to adequately confirm beforehand about JDS 'acceptance of selection process and application requirements for the JDS fellows.

In addition, in case of Bangladesh, the selection method needs to be determined following discussions with the Operating Committee, including how to choose top quality people, as a fair number of applicants could be expected, as noted previously. In particular, regarding selection through review of the submitted materials by the Operating Committee, a selection process needs

to be determined in consideration of the time limits faced by the Operating Committee and the point that this is the first PhD program.

## **2-2. Four-Year Project Scale Design**

The maximum number of JDS fellows in each sub-program/component was decided in the field survey as shown in Appendix 5. From FY 2018 onwards, the JDS Project will provide 30 fellows per year for the next four batches from Bangladesh with an opportunity to study at a Master's program in a partner Japanese graduate school.

The maximum number of JDS fellows per Sub-Program/Component is set for each fiscal year. However, it was confirmed that, if the prescribed number is not achieved and there is a vacant slot for certain Component or a host university through recruitment and selection, another university or Component would accept an alternative candidate for the vacant slot to fulfill the maximum number of 30 per year.

As for the doctoral program, the maximum number for each batch is three. However, there is a possibility for us not to fill the full slots if we cannot select qualified candidates.

## **2-3. Obligations of Recipient Country**

During the period of recruitment and selection of JDS fellows, Economic Relations Division under Ministry of Finance takes a main role in planning, implementation, management and supervision of the JDS project as Bangladesh 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 Bangladesh government monitors the fellows via the Agent on a regular basis to report to JICA. They also find the updates on the progress or concerns of the JDS project on the regular report submitted by the Agent to take appropriate actions in cooperation with the Operating Committee members if necessary. In addition, the Bangladesh government supports the JDS fellows to collect data or other materials necessary for completing their master's theses.

After the JDS fellows return to Bangladesh, taking into consideration that main objectives of the JDS project include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human network, the government of Bangladesh shall hold a Reporting Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential 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.

## 2-4. JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from FY 2017 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 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 “Agent” to People’s Republic of Bangladesh. The Agent will conclude a contract with the People’s Republic of Bangladesh to implement JDS project on behalf of the government.

From this Preparatory Survey, JDS project become four-year scale, though it has been three-year scale under the 1<sup>st</sup> and 2<sup>nd</sup> phase. In 2017, there will be two projects, which is for 1<sup>st</sup> batch under the new framework (for phase III) and for 4<sup>th</sup> batch under current phase, as the transition period. Official confirmation of number of slots is done by Ministry of Foreign Affairs of Japan after the Cabinet approval, then agreed by the E/N between the Japanese and Bangladesh governments.

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

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

**Figure 8 Implementation Process**

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

## 2-5. Recruitment and Selection Methods

### 2-5-1. Recruitment methods

#### (1) Recruitment tools / materials

The implementing Agent, contracted by ERD, sets up websites for recruitment activities and print posters, leaflets and application guideline as tools to reach out to many potential candidates. The number of copies, designs, etc. are to decide and approved separately by the Operating Committee.

#### (2) Recruitment methods

ERD issues a delegation document to the implementing agent on the recruitment of candidates, and the Agent will distribute posters, application guidelines and application documents to each target organization. In addition to the general recruitment briefing sessions (see table 25), the Agent also conducts explanatory seminar at target organizations. The location and number of venues shall be decided by the Operating Committee every year. When it comes to holding recruitment briefings in regional cities, in consideration of Bangladesh's public safety it will be necessary to adopt a flexible approach, such by linking Dhaka and regional sites via the internet, or only dispatching national staff to the local sites.

**Table 25 Schedule of recruitment briefing sessions**

Target	Date	Venue
Visit staffs who are in charge of human resource and JDS return fellows	Late July to early August	Main target organizations
Recruitment Seminar to the HRD staff at each organization	Early August	ERD, MOF
Recruitment Seminar to the prospect candidates	Late August to middle September	BPATC
		BCSAA
		NAEM
		Bangladesh Bank Headquarter
		Main target organizations

### 2-5-2. Selection policy

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

In the next phase, it should be also considered an appropriate way of the interview according to the security situation.

## **2-6. Contents of Orientation, Lecture on 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 accepting 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.

### **2-6-1. Contents of Orientation**

According to the result of questionnaire survey to the JDS returned fellows, many answered that the useful programs during the pre-departure and arrival orientation were English and Japanese language trainings, and lectures of Japanese society and culture (see Chapter 3. Evaluation from JDS returned fellows). For many of the JDS fellows, it seems to be their first time to visit Japan when they participate in the JDS, so orientation programs should aim at raising their awareness as a JDS fellow, and also for the JDS fellows to be able to start their academic life in Japan smoothly.

In the pre-departure and arrival orientation for JDS fellows, the Agent explains to the Fellows of the objective and purpose of this project, the role expected of JDS fellows, possibility of cooperation with other projects and so on to boost their consciousness of participation and motivate them. Also, leadership training is included to promote the Fellows to be aware of the leadership through active group works and give them an opportunity to learn what is necessary as a leader.

In addition, the Agent provides the fellows of the rules and procedures during the stay in Japan and provide them with the life information. Especially for the safety control during the stay in Japan, the Agent will explain the JDS fellows about natural disasters, including earthquake, *tsunami*, typhoon, heavy snow, etc. and about the crimes and traffic rules and will provide them with knowledge and preparation for living in Japan safely without anxiety and troubles. Fellows will participate in the experience-based training by use of disaster drill facilities.

JDS fellows are provided with around 15-hour Japanese language course before departure and the 50-hour Japanese language course after arrival to promote the fellows to understand the culture, living practices and social manners of Japan through experience-based learning as well as to learn the conversation ability necessary in Japan and teach them of the know-how of communication

useful in the actual life.

The orientation also provide the JDS fellows with the opportunity to smoothly adapt themselves in Japan by giving the workshops and holding a meeting to hear from senior students their experiences, so that the JDS fellows may overcome their culture shock in unfamiliar living environment and understand the different culture.

In pre-departure orientation, JICA Bangladesh office provide information JDS Fellows on JICA projects implemented in Bangladesh. Also, Embassy of Japan in Bangladesh organize Send-off reception at Ambassador's Residence in Dhaka. In anticipation of collaboration with Japanese stakeholders after returning home, the opportunities for networking with Japanese official are set for JDS fellows.

### **2-6-2. Lectures on fundamental knowledge**

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

### **2-6-3. Contents of Special Program**

In addition to existing university programs, accepting universities will conduct supplemental activities (so-called "Special Programs") for JDS fellows according to the needs of the country, development issues, and the situation of JDS fellows.

The contents of special program shall be consistent with the following purposes.

- (a) JDS fellows will gain practical knowledge and experiences through introduction of more practical and specific examples in order to settle the development issues of the home country.
- (b) JDS fellows or the relevant organizations of the home country will build a network to contribute to the future activities with Japanese and overseas researchers and institutions through the special program activities
- (c) JDS fellows will be engaged in the academic researches and communication with relevant parties smoothly within a limited period with support needed in order to achieve their purposes.

The special program was introduced in 2009, the year the new system was brought into the JDS, but simplification of office procedures has been a long-standing issue. Implementation plans created for each target nation were previously simplified to allow them to be compiled into a single implementation plan for the host university, but the settlement processing used actual expenses calculations, so needed vouchers to be submitted for each one, so administration costs need to be reduced. In addition, the implementing agency for the JDS, which is a grant-in-aid, concludes contracts with the host university, but in the long-term training programs implemented as technical cooperation, JICA's domestic organizations form the contract with the university. The judgment criteria and division of roles for related organizations show some differences as well, so the university ends up needing to confirm the rules and whom to consult with for each international student.

#### 2-6-4. Enrichment Programs

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

According to the interviews with JDS fellows studying in Japan, there are strong needs on internship programs at Japanese ministries and agencies which provide opportunities to learn how to formulate and implement policies through on-the-job training since JDS Project in Bangladesh targets policy makers such as BCS cadres and Class-1 official of Bangladesh Bank. For example, five JDS fellows from the Bangladesh Bank currently studying at International University of Japan requested to arrange the following internship programs that enable them to learn finance at Bank of Japan, Financial Services Agency and large commercial banks in Japan. It might be difficult to arrange such internship programs by universities only. Therefore, support and cooperation of JICA and implementing agency would be appreciated.

**Table 26 Internship Programs requested by JDS Fellows from Bangladesh Bank**

Host Organization	Expectation and preferred content
Bank of Japan, Financial Services Agency	Practical knowledge on macroeconomic forecasting, and bank supervision policies and techniques
Development Bank of Japan	Funding policies in agricultural development projects in Japan which are related to the research work regarding the funding in the agroforestry firms in Bangladesh
Large commercial banks	How does Central Bank regulate the Financial Institutions for the stable economy? Which type of technology are used to secure the transaction system of the country? Which type of modern Technology has implemented to make the regulation easy way? Which type of new financial products is using banking or financial organization?

From fiscal year 2016, some programs have been already implemented, such as leadership training, individual internship programs at Ministry of Foreign Affairs of Japan and JICA, networking events with government officials hosted by the implementing agent, and it is expected to be continued as a project and further promoted. In addition, opportunities to communicate with Japanese people, such as people to people exchange program in local communities and home-stay program would help JDS Fellows understand Japanese people and culture.

## **2-7. Follow-up**

In order to achieve the higher-order goals of the JDS project, it is important to update the extent to which JDS returned fellows are able to contribute to the development of the country. For this, it will be required that Bangladesh Operating Committee share the achievement of past JDS project and the performance of JDS returned fellows with target organizations and appeal them that JDS returned fellows are officials who can contribute development in Bangladesh for asking their cooperation of posting allocated important positions.

Before any other nations, Bangladesh launched its JDS returned fellows Alumni Association in 2010, with the cooperation of JICE. There was a high level of motivation for alumni association activities by executive members, and its sustainability as an organization, its track record of activities, and its membership ratio all point to it being one of the strongest such alumni associations among JDS target nations. It will become important to strengthen the bilateral relationship between Japan and Bangladesh and networking among JDS returned fellows. This survey has analyzed the factors behind this Bangladesh success story and verified its applicability to other countries.

### **2-7-1. The background of establishment of JDS Alumni Association**

In March 2008, when the First Operating Committee meeting was held, a request for assistance with starting up an alumni association was submitted to the Committee by the JDS returned fellow representative. At that time, the chairman and the other members expressed their desire to cooperate as fully as possible. Later, the fact that JDS returned fellows with a serious interest in forming an alumni association were scattered around the country and communication was inadequate, as well as the fact that everyone was very busy, meant that there were no particular moves towards formation. Then in 2009, the facts that motivation for the formation of an alumni association was high among Operating Committee members and an external environment allowing the formation of an alumni association was ready, as well as that there were already more than a hundred JDS returned fellows and delaying the formation even more would make it even harder was explained by the implementing agency, starting the move towards formation.

With interested JDS returned fellows at the core, all former returned fellows were sounded out regarding the establishment of an alumni association. Specifically, a mailing list was created and a proposal about the establishment of the alumni association was prepared and sent out to all JDS



returned fellows. In addition, supporters interested in establishing the association were recruited from each generation, and spread the word to others from the same intake.

A meeting based around JDS returned fellows was held in June 2009 about the formation of the alumni association, attended by 25 returned fellows from the first to the fifth intakes. A committee for the establishment of the alumni association was established at this time, with eight JDS returned fellows selected as core members. This committee later prepared drafts of the association regulations and studied outlines of its activities, and at the general meeting in January 2010, the alumni association directors and the regulations of the alumni association were determined. On January 26, 2010, the alumni association directors paid courtesy calls on the Japanese ambassador and the JICA Bangladesh Office, presenting them with copies of the association regulations, reporting on their plans for its activities, and requesting their support for activities.

**Table 27 Chronology of Establishing Alumni Association**

Year	Activities
March, 2008	Submit “cooperation request letter “ which made by JDS returned fellows to JDS Operating Committee at 1 <sup>st</sup> Operating Committee
2009	Making Group Mail to communicate smoothly among members toward funding association
July, 2009	Open alumni association Facebook page
January, 2010	Found Alumni Association (Ceremony was held in May) Courtesy call to Japan Embassy to Bangladesh, JICA Bangladesh Office
March, 2010	Publish Directory which summarized up to 6 batch JDS returned fellows information Open alumni association website page
March, 2011	Meeting with Japan Ambassador to express condolences for the earthquake victims of 3.11
April, 2011	Donate to the Japanese Red Cross Society for the victims of 3.11
2013	Meeting with Secretary, ERD
March, 2014	Conduct 2 <sup>nd</sup> Annual General Meeting (AGM)
March, 2015	Conduct 3 <sup>rd</sup> AGM
March, 2016	Conduct 4 <sup>th</sup> AGM Conduct phot contest

### 2-7-2. Yearly activities

- Every month : Executive members meeting (1time/month)
- February to March : Reception jointly with JICE during technical interview
- March : Annually Alumni Association meeting (1time/year)
- June to July : Iftal party
- August : Sharing experiences in Japan with JDS fellows who will depart to Japan
- October : Welcome back party for JDS returned fellows

### 2-7-3. Executive members

At present, JDS Alumni Association consists of a president, Vice president, General Secretary, Treasurer, Office Research & Professional Development Secretary, Sports Cultural & Publication Secretary, IT Secretary and 5 executive members.

#### **2-7-4. Budget**

The budget is collected monthly as a subscription based. If the budget is shortage, executive members usually manages their personal funds or arrange sponsorship from the private sector/corporate through the member's personal relationship.

#### **2-7-5. Prospects and challenges**

In the local survey of March 2017, the survey team visited the management of the alumni association to interview them about the association's future prospects. The management provided specific details about their plans, including the preparation of a directory that will contain basic information on JDS returned fellows, exchanges with alumni association members in other countries, and seminars on Bangladesh's development issues. At present, the alumni association management manages to find time in their usual work for a meeting once a month, where they confirm the progress of the various programs or carry out other activities.

However, interviews with JDS returned fellows who were not active participants in the alumni association activities elicited opinions that the management policies, and the presentation of information in particular, were inadequate. There were also the opinions that even though there are JDS returned fellows in the same workplace, we never talk; there is little information circulating about holding events or alumni association meetings; and that as some people dislike the use of Facebook as a method for contacting association members, we need a contact method that takes that into consideration.

In future, in order to get the association to function more organically, more and more JDS returned fellows should participate in alumni association activities. To deal with the issues noted above, the implementing agency should liaise with the alumni association management and members to encourage them to coordinate to make their mutual interactions more active.

#### **2-7-6. Applying Bangladesh Model**

We have termed the spontaneous and developmental alumni association activities that arose this way in Bangladesh the "Bangladesh Model." The factors behind the success of this Bangladesh Model are as follows: (1) incentives for alumni association founding, (2) understanding by the Operating Committee, (3) support by the implementing agency, (4) visible results at the initial stages, and (5) strong leadership from the core members.

The initial incentive for the formation of the alumni association was the homogeneity of the group, all being returned fellows. In Bangladesh, starting from the 2007 intake, the targets were narrowed down to officials from the Bank of Bangladesh and the BCS cadre of elite national bureaucrats. The BCS cadre in particular there is repeated reassigning of staff horizontally across ministries to build their careers, so networking among seniors and juniors, not just those of the same intake, is important.

Next, the Operating Committee was very understanding when the first moves were being made to establish the alumni association. According to interviews with the founding members, the strong support such as for making time to meet or encourage comments from the Japanese ambassador to Bangladesh was particularly encouraging. The fact that the JDS fellows were also told of how the Operating Committees of both Bangladesh and Japan treated the JDS itself with importance throughout, and not just at the founding, is also important.

In addition, the fact that the implementing agency came through when things seemed bleak cannot be overlooked for how this helped establish the alumni association. The implementing agency, which provided support for fellows both before they arrived in Japan and throughout their study abroad, built up strong relationships of trust with each fellow, maintaining them even once the fellows returned home. This sort of relationship had a major effect on the alumni association activities.

Moreover, wide-ranging collaborability also worked effectively on continuing alumni association activities. For example, while there were activities that did not require a budget, such as presenting the experiences of returned fellow to new fellows at the pre-departure orientation or hosting receptions with university faculty during the specialist interviews, there were also a range of liaisons where the implementing agency bore the costs, such as holding photo contests with the alumni association. In addition, they can also collaborate with JICA, JETRO, or Japanese corporations in the future, which would also provide a cohesive force.

Finally, the most important point to emphasize is the strong leadership from the people involved, especially in the founding of the alumni association. Bangladesh is fortunate enough to have a JDS returned fellow with impressive leadership skills serve as chairman; someone who provided support when the formation of the association was in the most jeopardy. In addition, many of the core members are graduates from Yamaguchi University graduate schools, only university where accepted Bangladesh fellows from the beginning continuously which has helped make the organization more cohesive since their relation are deep. These points should be considered when starting up alumni association in other countries. In addition, the example of Bangladesh, as the Bangladesh Model, has great potential for being spread to other countries.

**Table 28 Successful Elements of Founding Bangladesh Alumni association**

Successful Elements	Detail
Incentives for alumni association founding	Working as an incentive for the network between JDS return fellows to live directly in their careers
Understanding by the Operating Committee	Understanding and support from JDS Operating Committee when the first moves were being made to establish the alumni association. Especially the support from an Japanese ambassador to Bangladesh
Support by the implementing agency	Implementing agency helped establish the alumni association with strong relationships of trust with each returned fellow. Agency is also function as a facilitator to put it into practice without failing to establish an alumni association
Visible results at the initial stages	Wide-ranging collaborability worked effectively on continuing alumni association activities.
Strong leadership from the core members	The people who had strong leadership were involved among the alumni members, especially members were graduates from Yamaguchi University, which helped make the organization more cohesive.

## **Chapter 3. Evaluation of the JDS Project and Recommendation**

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

We analyzed relevance between JDS and development programs in Bangladesh, based on national development plan and strategy of the Royal Government of Bangladesh and the general circumstances of the relevant sectors. Our findings are summarized below.

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

Bangladesh has enjoyed economic growth of over 6% on average since 2003<sup>29</sup> and has a national strategy called "Vision 2021," which aims for Bangladesh to join middle-income countries by 2021. Specific action guidelines of the strategy are reflected in the 7th Five Year Plan (2016-2020), which includes 14 sectors as the development agenda such as macroeconomic development, urban development, human resource development, electricity and infrastructure, gender equality and ICT development. Key support areas in the development strategy during the next phase of the Bangladesh JDS project are described below, and they were selected in a manner that supports Bangladesh's development agenda.

##### **(1) Strengthening of Economic Basis**

The Bangladesh government stated that improvement of "good governance" is essential for continuous and sound development of Bangladesh in Vision 2021 and in the 7th Five Year Plan. Specifically, it stated that in order to provide better quality public services for the whole nation by developing, implementing and monitoring policies and strategies in each area, it is essential to further streamline bureaucratic structures as well as to enhance abilities of the national and local governments' public servants who support the bureaucratic structures, which is consistent with the objective of JDS development issue, 1-1 (Enhancement of Capacity for Public Administrative Government). The Bangladesh government also said that in order to realize good governance, it is necessary to enhance laws and systems as well as the appropriate application of systems (and capabilities for it) and to reform (improve) legal systems including intellectual property rights and administrative systems in order for public investments and policies to attract private investments. And it is possible for JDS development issue, 1-2 (Enhancement of Legal Capacity and Policy) to help develop human resources who can take a lead with policies in those areas.

In addition, measures (regional general development projects, etc.) for balanced development both in urban and rural areas are urgently needed in Bangladesh due to the economic growth which has lasted more than 10 years. It is an urgent issue to train senior public servants who have perspectives and abilities as well as skills and theories to develop comprehensive plans and policies for the regions, and it is extremely important that this area is covered in JDS development

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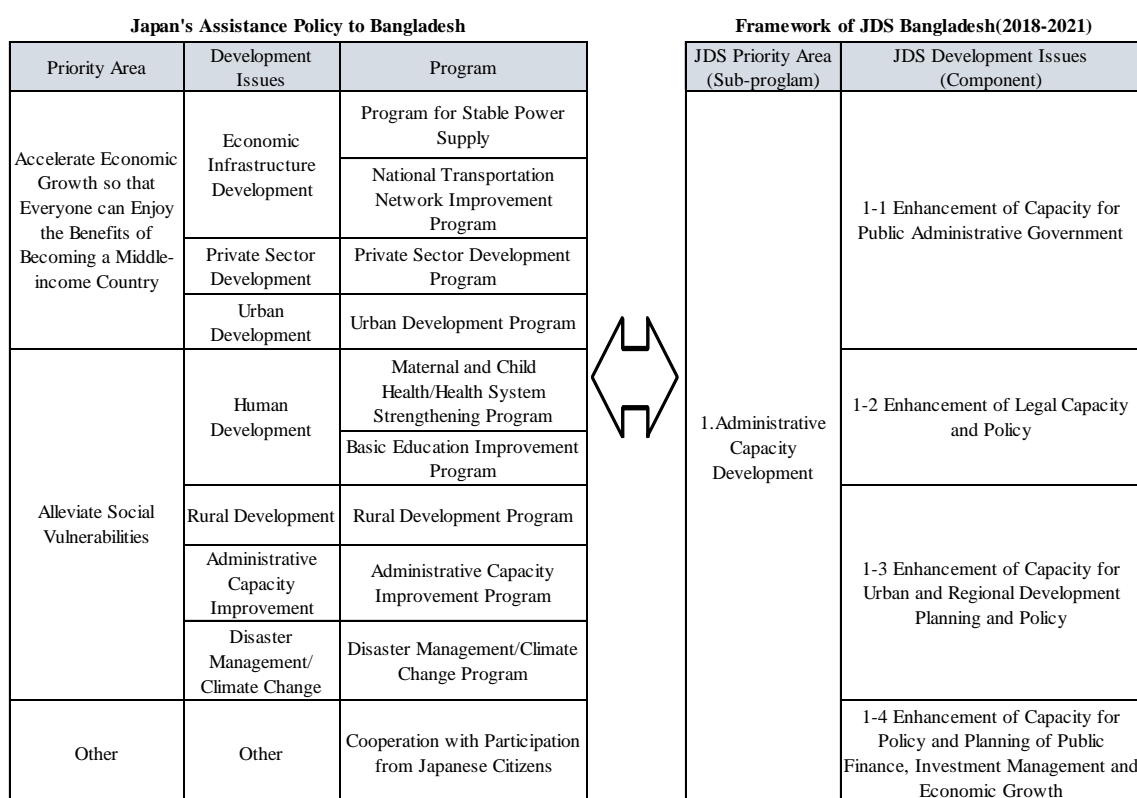
<sup>29</sup> International Monetary Fund "World Economic Outlook Database", October 2016

issue, 1-3 (Enhancement of Capacity for Urban and Regional Development Planning and Policy).

Additionally, the Bangladesh government recognizes sustainable management of public finance and appropriate monetary policies as one of the important reforms in order to attract private investments in the 7th Five Year Plan. In order for the nation to join middle-income countries by 2021, a sound macroeconomic system is essential and it is meaningful that administrative officers including Finance Ministry and Bangladesh bank employees develop knowledge in those areas from JDS development issue, 1-4 (Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth).

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

In "The Government of Japan's Aid Policies for Bangladesh" (June 2012) and "Project Development Plans for Bangladesh" (April 2014), "overcoming social vulnerability" is defined as one of the key areas and it is stated that the Japanese government will support improvement of the Bangladesh government's administrative capabilities as the development agenda. This project is positioned to develop human resources who play a central role at supervisory authorities and the like which oversee different areas in order to implement each of the following development agenda items, and it is consistent with Japan's and JICA's cooperation policies.



**Figure 9 Relevance between Japan's Aid Policy to Bangladesh and JDS Framework**

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

Grant aid recipient countries are determined with reference to the standards for countries eligible for concessional loans (per capita GNI 1,965 dollars) set by the International Development Association (IDA), a member of the World Bank group. Projects eligible for grant aid are determined based on standards such as the situation where the project is fundamental and necessary for a developing country to build its own nation and to alleviate poverty yet difficult to implement with the nation's government's own funds or loans. Grant aid programs have made contributions to recipient countries' nation-building with the goal of self-sustainability while widely working in partnership with technical cooperation and interest-bearing financing provided by donors including Japan.

Bangladesh, whose GNI per capita was 1,284 dollars in 2015, was upgraded from a low-income country as classified by the World Bank to a low- and middle-income country in July of the same year. The Bangladesh government has the target of becoming a middle-income country by 2021, which marks the 50<sup>th</sup> anniversary of the nation's independence.

However, while inefficient public services due to a centralized administration system and rapid urbanization are continuing, Bangladesh is still troubled with unplanned developments due to the lack of a master plan or relevant regulations, deterioration of the urban environment due to insufficient core urban infrastructure, high poverty rates in agricultural communities, insufficient legal frameworks which are necessary to attract private investments as well as a mountain of issues in the area of appropriate monetary policies. With a goal of improving the abilities of administrative officers who are engaged in each of these areas, the Bangladesh government has made a request to the Japanese government for grant aid for the implementation of the human resource development project since 2001, and the Japanese government has continued to offer cooperation to the present date.

Based on the above, the appropriateness of the implementation of the JDS project by grant aid was examined comprehensively based on the following three points:

#### **(1) Foreign/diplomatic relations**

The JDS project is intended for those people including young administrative officers who play a role in development and the implementation of policies for socioeconomic development in Bangladesh, and JDS fellows are expected to become the nation's leaders who will have a good understanding of Japan in the future. JDS returned fellows who have a good understanding of Japan can become important assets toward enhancement of the bilateral relationship.

At the summit meeting between Japan and Bangladesh in May 2015, Prime Minister Abe stated that Japan will continue to provide support for Bangladesh to become a middle-income country by 2021 and expressed his expectations for improvement of infrastructure as well as expansion of human exchange between the two countries as a part of the development. From this diplomatic

background, it is considered highly appropriate to implement the JDS project.

## **(2) Strategic objectives**

A joint statement by Japan and Bangladesh in September 2014 said that under the initiative of the Bay of Bengal Industrial Growth Belt (BIG-B) Japan will provide focused economic cooperation in the areas of (1) transportation network improvement, (2) stable power supply, (3) urban development (including construction of special economic zones (SEZ) such as a special economic zone for Japanese companies), and (4) private sector development. The statement also included provisions of economic cooperation totaling 600 billion yen in four or five years starting 2014. Important projects related to this range from the "Matabari Ultra Super Critical Coal-Fired Power Project" to the "Dhaka Mass Rapid Transit Development Project" as well as the "Kanchpur, Meghna, and Gumti Three Bridge Project." Fellows who were engaged with the JDS project as well as JDS returned fellows are widely present at ministries related to these projects, and it is expected that they will be involved with them at a policy level and a working level. Therefore, the JDS project is considered to be consistent with the Japanese government's key strategies.

## **(3) Economic weakness**

Bangladesh's economy showed growth rates of 6.6 percent in 2015 and 7.1 percent in 2016<sup>30</sup> thanks to an increase in exports of needlework, stable remittances from overseas workers as well as growth in the agricultural sector. On the other hand, clothing goods account for more than 80 percent of exports and about 70 percent of them are exported to the European market, meaning that industrial diversification is required. In addition, it is suggested that depletion of natural gas will potentially develop into an energy shortage issue and will cast a big shadow over the Bangladesh economy if dependence on natural gas from overseas increases<sup>31</sup>. The JDS project, which aims to improve the development of economic infrastructure, laws and the urban environment by improving the abilities of administrative officers involved with them, overcomes these economic risks and contributes to the development of the Bangladesh economy, thus the project is highly appropriate.

As described above, the JDS project is intended to develop human resources who will play a role in nation-building in recipient countries and contributes to achieving the goals of Bangladesh's medium- to long-term development plans. Furthermore, the project is highly consistent with Japan's aid policies and objectives and it complements efforts such as technical cooperation and yen-loan-financed projects in every cooperation program to bring about a greater synergy of cooperation.

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<sup>30</sup> Asian Development Outlook, 2017

<sup>31</sup> JETRO, Power Conditions and Policies in Asian and Oceanian Countries, 2015



## **3-2. Expected Effect of JDS Project**

### **3-2-1. 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 design, particularly the project purpose which defines the performance target at the time of project completion, can only refer to the acquisition of knowledge necessary to solve the development issues and the resulting increase in the competence of the personnel involved in policy-making in the Target Organizations. It is expected that JDS fellows will ultimately “contribute to solving development issues in their countries” by applying the acquired knowledge effectively, given their roles and responsibilities in the Target Organizations.

The appropriateness of implementing the JDS in Bangladesh 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 Bangladesh government and Target Organizations dispatching JDS fellows to provide support during their study and, in addition, for the accepting universities to offer a curriculum that make even greater contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project purpose, which is measured by the first indicator, will continue to be promoted.

The following indicators are used to measure the achievement of the project objective:

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

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

In addition to regular classes at a graduate school in Japan, enrichment programs including special programs as well as leadership training provided by JDS will lead to the improvement of abilities to formulate policies and abilities to operate and manage projects. In order to utilize the achievements of studying in Japan, it is important to allocate JDS returned fellows properly as well as to provide continuous support and appropriate follow-up cooperation. In order to reinforce friendly ties between the two countries, it is essential for the foreign students to like Japan while they study there, and the pro-Japan programs which are currently planned as well as Japanese language courses will contribute to these. Ensuring follow-up is also required especially for the utilization of returned fellows

Regarding the indicator "Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows" as described earlier, in Bangladesh JDS fellows from the BCS cadre do not necessarily return to their original work place after returning to their country. Therefore, it is required to place the JDS returned fellows in appropriate positions where they can utilize the knowledge and abilities gained from studying in Japan by having the Operating Committee reach out to the Ministry of Public Administration, which governs human resources. In this regard, according to an interview from JDS returned fellow during survey period, fellow suggested that it could be effective to welcome a staff from the Appointment, Promotion and Deputation Wing (APD-W) under Ministry of Public Administration as a member of Operating Committee since APD-W is involved in personnel affairs of the BCS administration cadre officials who are deeply involved in policy planning.

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

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

The "JICA basic Research" in FY 2014 analyzed the factors that contribute and hinder the effective progress and achievement of the JDS Project, in comparison with other donor's scholarship program, as shown in the table below:

**Table 29 Examples of Factors which Influences Outcome of JDS**  
(Findings from JICA Basic Research)

Goals	Contributing Factors	Inhibiting Factors
Pre-condition: Personnel, who fulfill the purposes of the JDS Project is to be nominated.	<ul style="list-style-type: none"> <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>PhD course is not covered.</li> <li>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>PhD 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 accepting universities</li> </ul>	<ul style="list-style-type: none"> <li>Official Systems to utilize JDS Graduates by the government of Japan or Japanese private companies are limited.</li> <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> </ul>

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

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

### 3-3. Project Evaluation Indicator Data

#### 3-3-1. Indicators for outcome and impact of JDS project

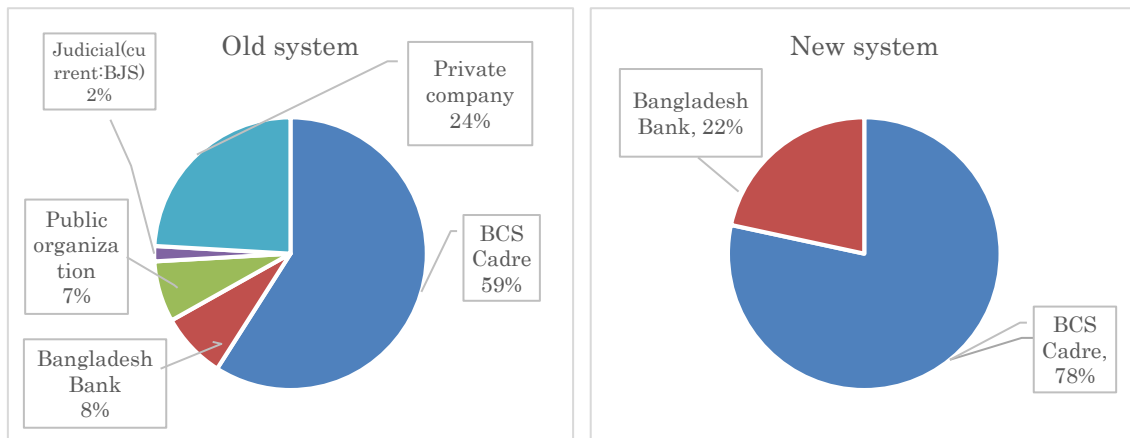
Table 30 lists the indicators used to assess the outcomes and impacts of the JDS project in Bangladesh. The 98.3% of JDS fellows from Bangladesh have been successful in obtaining a degree through JDS. In Bangladesh, JDS accepted applicants not only Bangladesh Civil Servants and Bangladesh Bank official but staff from private companies until FY 2016. Also, new system

has been introduced since FY 2010. BCS Cadre account for 65% of JDS returned fellows, and Bangladesh Bank officials account for 12 %, and this figure goes to 78 % and 22% respectively if limited to the new format. JDS returned fellows who promoted above deputy secretary account for 35.8% of JDS returned fellows.

**Table 30 Project Evaluation Indicator Data on JDS Bangladesh (as of May, 2017)**

Inaugural year		1 <sup>st</sup> batch fellows were dispatched in 2002 (start JDS project in 2001)	
Number of Slots per year	2002-2009 (old system)	29 (2002), 19 (2003) 20 (2004-2009)	
	2010-2016 (new system)	1 <sup>st</sup> phase: 15 (2010-2013) 2 <sup>nd</sup> phase: 15 (2014), 25(2015), 30(2016, 2017)	
Fellows Accepted	Total	298 (Old system:168, New system:130) *the fellows who are dispatched in 2017 are not included	
	Sex	Male: 252, Female: 46 (Female percentage15%)	
	Average age	33 years old (Arrival time)	
Returned fellows	Total	245	
	Fellows who obtained degree	240 (Completion rate 98%)	
By category of work place	Upon arrival	Total(298)	BCS Cadre: 189 (63.4%), Bangladesh Bank: 53 (17.8%), Public organization: 25(8.4%), Judicial (current BJS) <sup>32</sup> :3 (1%), Private company: 28(9.4%)
		Old system(167)	BCS Cadre: 98 (58.7 %), Bangladesh Bank: 13(7.7%), Public organization: 25(15%), Judicial (current BJS):3(1.8%), Private company: 28(16.8%)
		New system(131)	BCS Cadre: 91(69%), Bangladesh Bank: 40(31%), Public organization: 0(0%), Judicial (current BJS): 0(0%), Private company: 0(0%)
	After return to country	Total(240)	BCS Cadre: 156(65%), Bangladesh Bank: 29(12%), Public organization: 12(5%), Judicial (current BJS):3(1.3%), Private company: 40(16.7%)
		Old System(166)	BCS Cadre: 98(59%), Bangladesh Bank: 13(7.9%), Public organization: 12(7.3%), Judicial (current BJS):3(1.8%), Private company: 40(24%)
		New system(74)	BCS Cadre:58(78%), Bangladesh Bank:16(22%), Public organization:0(0%), Judicial :0(0%), Private company:0(0%)
Promotion (percentage above deputy secretary)	Total(86/240)	Before departure: 1(0.4%), Present: 86 (35.8%)	
	Old system	Before departure: 0(0%), Present: 67(40.3%)	
	New system	Before departure: 1(1.4%), Present: 19(25.7%)	

<sup>32</sup> Judicial cadre was excluded from the cadre constituent in 2008 and Bangladesh Judicial Service (BJS) was newly established.



**Figure 10 Organization Belonging Percentage**

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

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

#### (1) Contents of Survey

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

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

Also, another questionnaire survey was conducted targeting returned JDS fellows to see how the graduates utilize their outcome of their study in policy making / implementation.

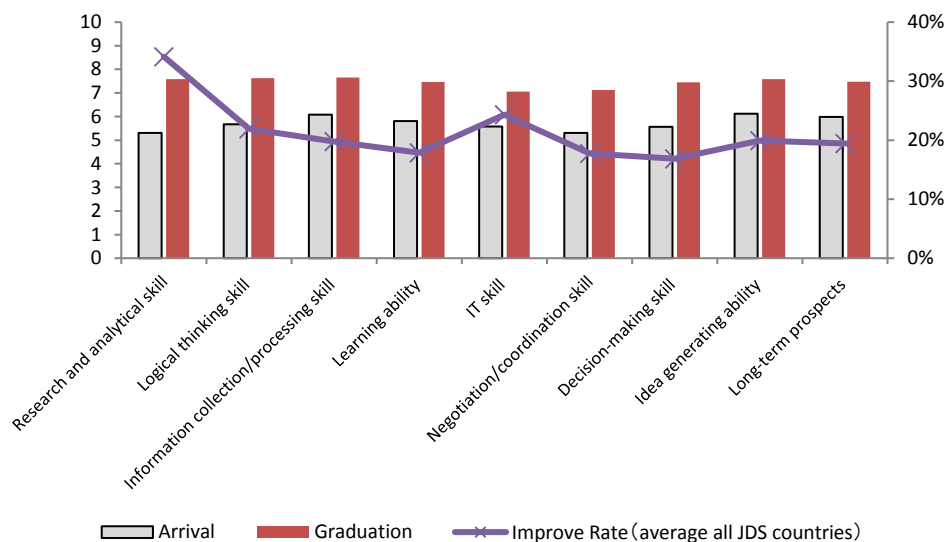
## (2) Method of Survey

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

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

## (3) Result of the Survey

Figure 11 presents an analysis of the results of the questionnaires filled out by the JDS returned fellows (JDS fellows who had come to Japan in 2010 to 2013)<sup>33</sup>. All of the fellows' abilities had improved on completion of study from their arrival in Japan. One characteristic of the JDS fellows from Bangladesh is significant improvement in their “Scientific research and analytical skills,” “IT skill.”



**Figure 11 Increased skills and Abilities of the JDS Fellows from Bangladesh during their Study in Japan (between their arrival in Japan and Graduation)**

<sup>33</sup> The questionnaire surveys have been conducted between 2010 and 2015 when JDS Fellows arrived in Japan and left Japan for their home countries.

### 3-4. Evaluation of the past JDS Project

#### 3-4-1. Evaluation by JDS returned fellows

We conducted an online-based questionnaire survey of all JDS returned fellows, targeting the 1st term in which new Fellows came to Japan in 2002 through the 13th term in which fellows left Japan in 2016. This survey was intended to ascertain how these professionals have subsequently been promoted, in what ways research results they achieved through the JDS study program have been (are planned to be) utilized after returning to home country and whether they wish to enroll in a doctorate course, among other wishes. Of 240 JDS returned fellows, 147 JDS returned fellows gave answers to the questions, which represented a questionnaire return rate of 61%.

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

**Table 31 JDS returned fellows who promoted Joint Secretary level (As of May, 2017)**

Batch	Name	Working place (Belonging organization)	Working title
1Batch	Mr. KHAN Suleman	Ministry of Health and Family Welfare, (Ministry of Public Administration)	Joint secretary
1Batch	Ms. AKHTER Neelima	Prime Minister Office (Ministry of Public Administration)	Director
2Batch	Mr. HARUN Iqbal Abdullah	Embassy of Bangladesh, USA (Ministry of Public Administration)	Economic Minister
3Batch	Dr. MD. Al-Amin Pramanik	Ministry of Finance, National Board of Revenue (Ministry of Finance)	Commissioner
4Batch	Dr. RIAZ Baizid Khorshid	National Institute of Preventive & Social Medicine (Ministry of Health and Family Welfare)	Director

The performance of JDS returned fellows at their workplace are remarkable in Bangladesh and overseas, and some of them are introduced as below.

#### 2<sup>nd</sup> Batch, Yamaguchi University, Graduate School of Economics, Mr. HARUN Iqbal Abdullah

He is currently serving as Economic Minister at the Embassy of Bangladesh in the United States. He previously served as senior advisor at the public finance department of the UN Capital Development Fund. Even though he belongs to the Ministry of Public Administration, he has a good knowledge of finance because he was assigned temporarily to the Finance Ministry for many years. As an executive member of the alumni association for JDS returned fellows in its early days, he served as the second generation chairman of the association where he displayed his leadership. According to an interview with his supervisor during his study in Japan, he is a promising individual who is capable of playing a role as a channel for debt management in Japan in the future.

5<sup>th</sup> Batch, Yamaguchi University, Graduate School of Economics, Mr. Md. Shabbir Ahmed

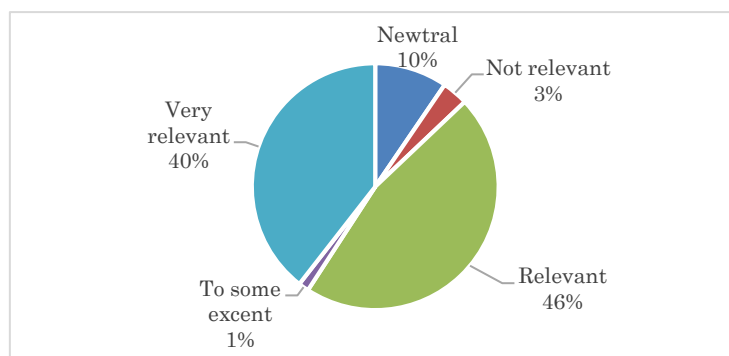
He is currently involved with tax policy at the National Board of Revenue and in charge of the formulation of income tax policies. His research topic was taxes while studying in Japan and he continued to be engaged with duties related to taxes even after he returned to Bangladesh. He is a so-called tax specialist among administrative officers. With such experience, he gave a speech about tax systems at a JETRO seminar. While he was studying in Japan, he was chairman of a group for international students and he still has connections with Japanese people both publicly and privately.

Fifteen years have passed since the start of the JDS project in Bangladesh, and a "critical mass" (a group expected to be effective) is being formed at major ministries and Bangladesh Bank. For example, as of May 2017, 32 JDS returned fellows work in the Ministry of Public Administration, 13 people in the Ministry of Home Affairs, 12 people in the Ministry of Education and 7 people in the National Board of Revenue, Finance division under Ministry of Finance and the Prime Minister 's Office. There are 29 JDS returned in the Bangladesh Bank, especially three of them work at Financial Stability Department.

**(2) Utilization of research results achieved through the JDS Project**

**Relations between research outcome and current work**

Among the 147 responded returned fellows, about 128 fellows (87%) responded that their learning experience in Japan serves their work to “Very relevant”, “Relevant”, and “Some extent”. Only 5 fellows (3%) answered “Not relevant”. In Bangladesh, as stated above, BSC Cadre tends to post crossing the ministries. Because of this, sometimes Agent hear the complaints from the JDS returned fellows that they were assigned to a workplace where they cannot utilize what they learned in Japan after returning Bangladesh. However, the questionnaire result turned out that it was also a small number as a whole.



**Figure 12 Relevant to work and learning experiences in Japan**

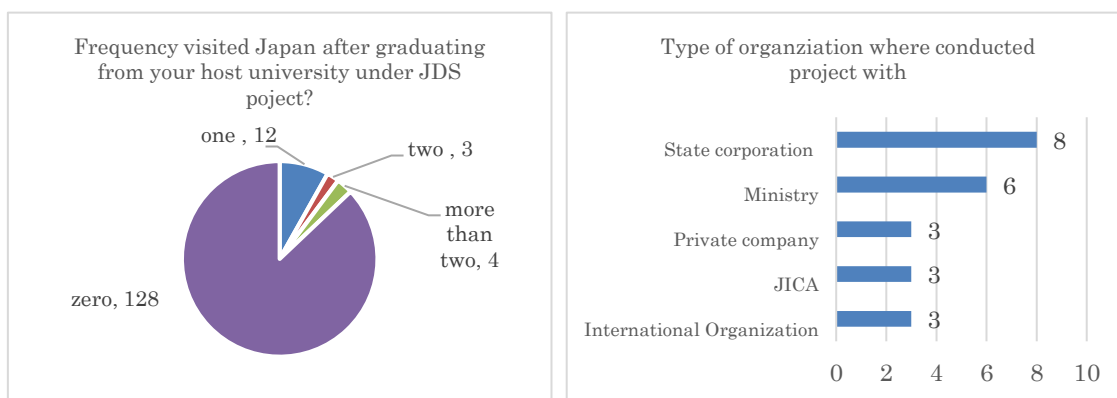
**Relations with Japan after completion of JDS**

About 13% of the respondent (19/147) visited Japan again after their return from the JDS. Purpose



of the travel varies from trainings, work to personal travel etc.

Meanwhile, of 147 JDS returned fellows, whether or not they traveled to Japan, 23 (16%) had work experience with a Japanese project or a Japanese institution after returning to their country. Of such institutions, public institutions such as education and research institutions were the most common, followed by Japanese ministries. In the questionnaire described above, 87 percent said that they benefited from their study in Japan after returning to their country, however, not many JDS returned fellows are still engaged with Japan at the present moment. This is revealing an issue that more JDS returned fellows should be placed in a department which is related to Japan in the future.



**Figure 12 Visit to Japan after return from JDS, Types of Japanese organization who the JDS fellows worked with (n=147)**

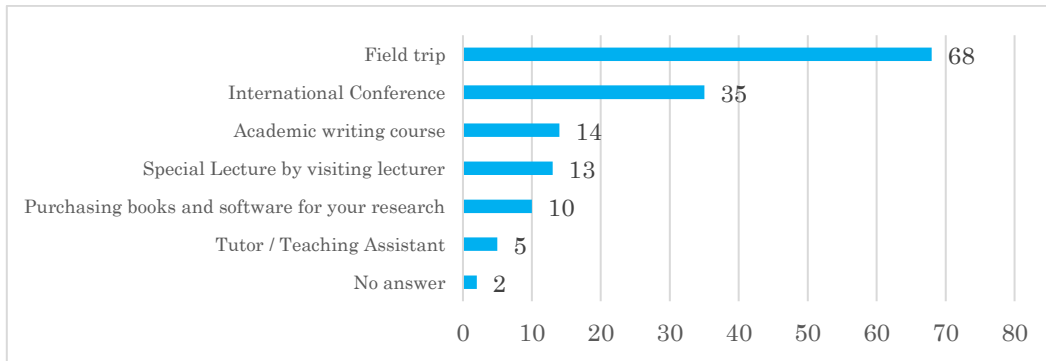
### (3) Advantage of JDS scholarship

#### Usefulness of before and after Orientation Programs

When the returned fellows were asked about the usefulness of the orientation before and after coming to Japan, about the programs that were particularly useful, many returned fellows responded that Japanese language training, lectures on Japanese history, society and culture were very useful among others (65% the orientation before coming to Japan, 61% after coming to Japan). Agent conduct individual interview for JDS fellows during pre-orientation, many fellows concern about their Japanese ability, not English ability, showed the importance of follow up Japanese.

#### Special program

A special program which was considered the most useful were field trips, accounting for 46 % (68 fellows out of 147), followed by attendance at an international conference, which accounted for 23 % (35 fellows out of 147). This shows that international students enjoyed field experience where they actually visit sites in addition to learning in a classroom.

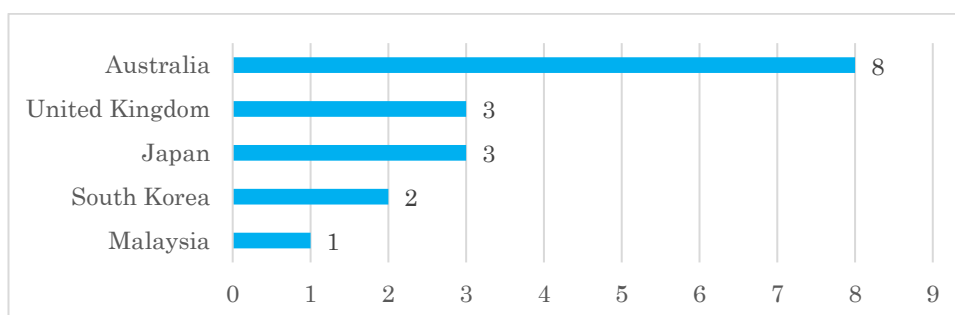


**Figure 14 Most useful Special Program (multiple answers)**

#### **(4) Needs for Doctoral degree program**

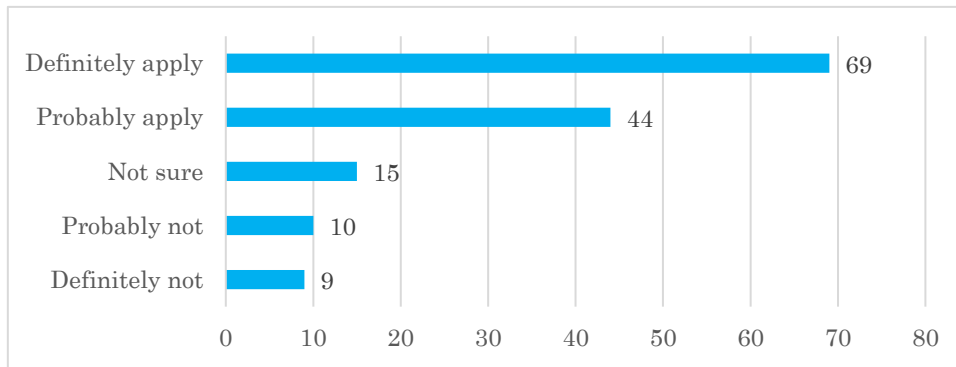
144 (98%) of JDS returned fellows responded that obtaining a doctorate is "important" or "somewhat important" for building their careers. As mentioned earlier (refer to 1-3. administrative officers' career paths and human resource development, (4) promotion and transfer), having a PhD is not included in the criteria for selecting a candidate for promotion. However, according to an interview with JDS returned fellows conducted at the time of on-site investigation, it was often heard that performance at work is more important for promotion, and because expert knowledge is sometimes required especially for cadre employees who are engaged with the formation of policies, the introduction of special programs is appreciated.

In the questionnaire, of 147 JDS returned fellows, 17 have already obtained a doctorate and 47 percent of them completed it in Australia. According to an interview with JDS returned fellows who obtained a doctorate in Australia, they said many chose Australia probably because of (1) the number of years required until completion, (2) accessibility of scholarships, (3) English-speaking country, and (4) potential immigration to the country after graduation.



**Figure 15 Destination where obtained Doctoral degree program (number)**

Regarding the introduction of PhD program, many JDS returned fellows showed their interest for applying this course. The percentage of those people who answered "Definitely apply" and "Probably apply" was 76% of the total (the result of questionnaire was included JDS returned fellows who are not eligible for Doctoral course because of responses from all JDS returned fellows).

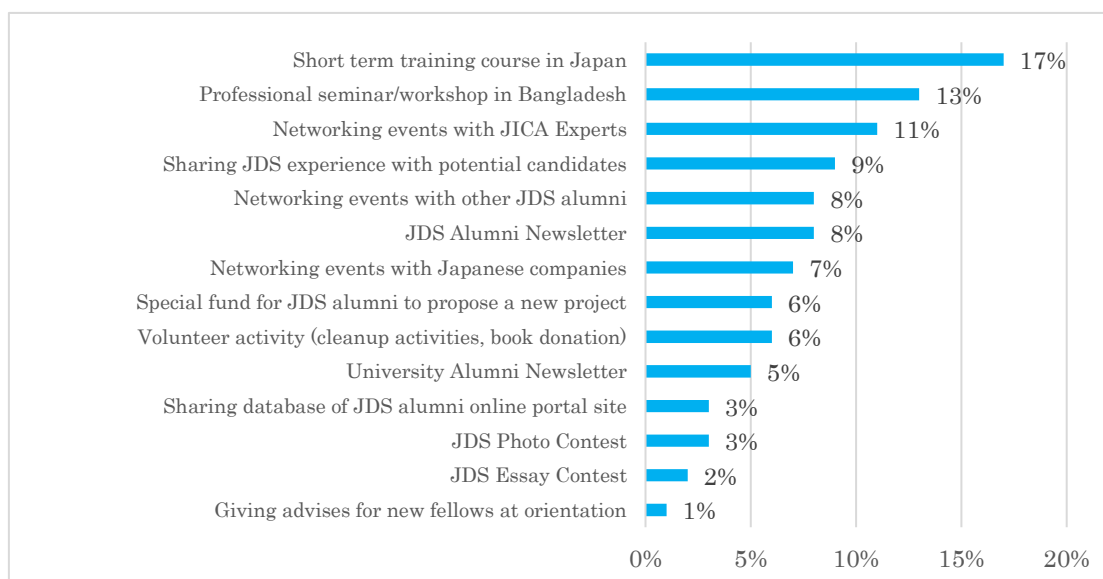


**Figure 16 Interest for applying Doctoral degree program (Number)**

**(5) Follow-up activities**

In light of the purpose of JDS, when the survey heard the program to be introduced as follow-up activities, 30% JDS returned fellow answered that they needs “short term training course in Japan”. In addition, 26% of them answered that they want to build networking with JICA experts, Japanese companies and other JDS alumni association members. 11% of them responded that they want to hold some events such as photo/essay contest and do some volunteer activities such as cleaning and book donations.

According to an interview conducted in an on-site investigation with alumni association members as well as JDS returned fellows, many JDS returned fellows are still personally in touch with university professors or friends whom they met in Japan even after graduating from a university there. At the same time, many JDS returned fellows said that they wished for training or visit programs which allow them to officially recreate networks with universities or international students from other countries.



**Figure 17 Follow-up activities interested to participate (multiple answer)**

### **3-4-2. Evaluation by the Accepting Universities**

A questionnaire survey was conducted with the 9 universities (9 graduate schools<sup>34</sup>) which have accepted JDS fellows from Bangladesh since FY 2013 to 2016; the questionnaire covered the merits and impact of accepting the JDS fellows, issues with regard to their acceptance, and proposals for future, etc. The interview survey was also conducted by visiting universities.

#### **(1) Outcomes by accepting JDS fellows from Bangladesh**

##### **Impact, merit and effect of receiving Bangladesh JDS fellows**

Many said that students from Bangladesh as a whole are fluent in English and have no particular problem with studying. Also it was often said that their presentation abilities are high and many students actively participate in their classes. It was also noticed that most students from Bangladesh bring their family with them to Japan and because they are united, they often help each other even outside of school. However, on a negative note, some said that relationships are already established between seniors and juniors as well as between public servants depending on when they started their career, and those relationships sometimes prevent students from speaking freely in their classes.

As far as the impact on universities, as described earlier, the abilities of students from Bangladesh and their attitude toward classes seem to have a good influence on other Japanese students.

"Having students with different nationalities who are older and have work experience is a very good inspiration to teenaged students. In addition, unlike students from other scholarship programs, JDS fellows are very grounded, perhaps because they are government officials, and educated to some extent, so they are a good example to other students." (Graduate School of Urban Innovation, Yokohama National University)

It was heard from a graduate program which has accepted JDS fellows for many years that JDS has been contributing to the internationalization of the graduate program.

"Accepting two students from Bangladesh since 2002 has led to accepting international students from the PEACE and the ABE programs. Our program has become distinctive among other courses in our school." (Graduate School of Economics, Yamaguchi University) ]

"The number of students taking classes which are conducted in English increased from two to about 25 in the last 10 years. There were times when even professors could not recognize the value of conducting classes in English in the past, but now some people even suggest English-only classes for environmental sciences majors." (Graduate School of Life and Environmental Sciences, University of Tsukuba)

Furthermore, some schools said they found JDS' new system effective and said that because the

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<sup>34</sup> Graduate School of Urban Innovation, Yokohama National University and Graduate School for International Development and Cooperation, Hiroshima University have been added since 2015 FY

World Bank's and other scholarship programs are affected by policies which may change depending on the year, it's possible only one student is accepted, however the JDS project sends a fixed number of students to Japan on a regular basis and this stability is good for building relationships between students themselves and with professors.

## **(2) Issues and challenges on accepting JDS fellows**

### **Security Concerns**

It was often heard from many universities that public safety is a concern. In 2016, technical interviews were conducted through TV monitors at all universities due to the deterioration of public safety in Bangladesh. There were no technical issues with conducting interviews remotely, however, in the feedback from universities the majority said that there is much to be gained from technical interviews on site in Bangladesh because they provide the occasion to exchange opinions with operating committee members as well as related ministries and meetings with JDS returned fellows, and so it is desirable to conduct interviews in Bangladesh while taking public safety into consideration.

"Teachers are able to learn by visiting Bangladesh and reflect what they have learnt into special programs. Teachers can also learn a lot about the country where international students are from by visiting the country and talking with the nation's administrative officers. If possible, it is desirable to conduct interviews in Bangladesh without giving in to terror." (Graduate School of Life and Environmental Sciences, University of Tsukuba)

In addition, some universities hold a pre-orientation in Bangladesh every year. Some said they desired resuming this orientation and others said that because there are many companies wishing to develop their businesses in Bangladesh, they wanted to hold a conference in Bangladesh jointly with other graduate programs targeting businesses once public safety recovers.

### **The needs for collecting qualified applicants**

As described earlier, many universities responded that students from Bangladesh have had no problems academically, however, some universities said that the quality of students from Bangladesh is slowly declining and it is desirable to collect a certain number of excellent candidates and then choose outstanding individuals from among them.

### **Other requests from accepting university**

As far as requests for the future which were often heard, one of them was that because many universities have only limited manpower which can be used for international students, they want executing agencies to take care of the maintenance of their livelihood, initial responses in an emergency, occasions where they fall sick as well as matters concerning accepting the family members of international students. At the same time, many universities thought highly of the generous support provided by executing agencies for their international students and they wanted executing agencies to continue to provide such support.

In addition, other opinions included that increasing communication between JDS fellows studying at different universities as well as sharing each other's research may be able to enhance the achievements of their own research. Some also said that if an online platform is available where JDS fellows can see what dissertation topics fellows at other universities are working on, that may inspire international students for their own research.

### **(3) Recommendations for the future**

#### **Follow-up program**

Some universities mentioned the importance of maintaining their relationships with international students even after they graduate. The Graduate School of Economics at Yamaguchi University said "the establishment of an alumni association is proposed, but it hasn't been realized because of public safety issues. When an alumni association for another country was established, messages were collected from teachers and they were delivered in a video letter. It would be great if this can be done in Bangladesh as well." The Graduate School of Urban Innovation at Yokohama National University said "we would like the database of JDS returned fellows to be shared. JDS fellows' positions as government officials as well as their networks are very useful after their return to their country for teachers to conduct research and to study in Bangladesh. By keeping in touch with alumni, sometimes it is even possible to connect Japanese companies with them."

#### **Doctoral degree program**

Many universities said they welcome the introduction of PhD program. At some universities, international students were accepted to their graduate programs last year thanks to PhD programs introduced in other countries. A wide variety of thought-provoking opinions were provided based on the last year's experiences.

First of all, as far as requirements for applicants to a PhD program, international students were required to return to their job for a certain period of time after completing a master's degree through the JDS project and returning to their country, according to the guideline 2016. However, The School of International and Public Policy at Hitotsubashi University said "because it takes time to return to a university after staying away for a while, it is desirable if international students are able to advance to a PhD program directly after graduating from a master's program." The Graduate School of Life and Environmental Sciences at The University of Tsukuba said "it is better to open the door to more students rather than limiting selection to JDS graduates," because they want to accept excellent students.

Regarding selection, Graduate School of Economics, Ritsumeikan University mentioned that "It is not desirable to submit recommendation letters which guarantee acceptance of candidate as university at the time of application, as at least one month is necessary to select candidates. We as a university want to conduct proper reviews by having graduate programs examine whether or not recommendation letters would be necessary before having teachers write recommendation

letters."

In addition, Graduate School of Urban Innovation, Yokohama National University commented that "It is not suitable for our university that JDS fellows spend the first two years in Japan and the last year in their home country writing a dissertation. Because the third year is when students analyze and process data which has been collected and is the most important period for them to directly discuss their research with their supervisors, students' not being in Japan during this period is difficult for writing a doctoral dissertation."

### **Special Program**

An area for improvement which was most often mentioned by universities was the operation for special programs. It was heard that field trips provided by special programs were useful because students were able to learn a sense of cooperation as well as teamwork in addition to obtaining academic knowledge through working as a group and cooperating with each other and also because they were able to have contact with Japanese society voluntarily and deepen their understanding. In the meantime, it was often heard that improvements in the management of the budget are necessary because it is complex and a lot of time had to be spent on it.

Any other comments from university regarding special program, many Universities mentioned that "It may be possible to conduct programs more effectively and efficiently by sharing special programs with other Japanese and foreign universities in order to make the best use of this." Additionally, The University of Tsukuba said "it would be good to establish a system where self-assessment of the levels of learning, proficiency, as well as cultivating leadership developed through special programs can be done on a regular basis in cooperation with JICA. By creating a system which allows foreign students to evaluate themselves in terms of human quality, future prospects as well as their overall study, more output can be expected as a scholarship program."

## **3-5. Issues and Recommendations**

Issues and recommendations obtained in this survey are as follows.

### **(1) Cooperation with other ODA Projects**

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

## **(2) Cooperation with the projects implemented by the Japanese ministries**

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

## **(3) Points to Note on Establishment of a Doctoral degree program**

Establishment of the doctoral degree program will not only become a follow-up system for JDS fellows but must have a great appeal to potential candidates as a further step when they consider applying for JDS to obtain a Master's degree. The establishment of the doctoral degree program is expected to have an impact on attracting excellent candidates.

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

In terms of implementation, due attention should be paid to the implementation review of the five countries that started the Doctoral Program ahead of time. Normally, recruitment of JDS candidates will started after the decision of implementation policy at the 1st Operating Committee to be held around July to October after Exchange of Notes and Grant Agreement, but because the doctoral course starts April, It is necessary to finalize the candidate by the end of October. Considering the period of selection, the recruitment period of applicants for doctoral course is limited to 1.5 months to 2 months, but for applicants, it is necessary to prepare a research plan more than when applying for a master's course. For this reason, it is better to make a pre-announcement of basic information on the doctoral program to returned fellows, and encourage consultation and application preparations for research plans with expected academic advisors. In addition, the position of recommendation letter from the professor to be supervised (whether it should be internal consent of a graduate school or a personal recommendation of professor) and three years doctoral course model has been tasks to consider continuously.

A member of the Operating Committee pointed out that the system recommending the students to study in Japan for two years and in their country for one year might lower the possibility of completing their study in three years and it would be better not to put priority on such system. A



university accepting the students pointed out that it would be necessary to perform a study in a determined and satisfactory manner and establish a personal network in the relevant field in order to secure the future achievements. It is desirable to improve the level of all by creating a “mass” of fellows through the JDS master’s program, and develop excellent individuals who can be a key person in a careful and strategic manner through the doctoral program in order to realize the achievements.

#### **(4) Enhancement of Recruitment Activities**

In order to achieve the goals of JDS, obtaining talented foreign students is a prerequisite. Therefore, during recruitment activities, it is important to attract more talented applicants from the main target organizations. However, in the present day the mobility of higher education is high, the competition between donors to obtain foreign students is fierce. Therefore, strategies are required for recruitment activities.

First of all, by building a human relationship with the person in charge of JDS within each ministry and obtaining their cooperation, a certain information dissemination effect inside ministries can be expected. In order to spread the information to target candidates from the persons in charge of JDS, it is important to build a good relationship with the persons in charge and get their cooperation.

In addition, it is necessary to appeal to the person in charge of each ministry about the advantages of JDS. Because JDS is intended for government officers and is a human development program that addresses the development issues of Bangladesh, it should be a program that contributes to the medium and long term development of Bangladesh. As mentioned in Chapter 2, in competing Australian and New Zealand scholarships, it became unique for the benefits of JDS specializing in civil servants to be made easier, as public and private divisions are lost and general competition has emerged.

It is also one characteristics that the accepting universities are positioned as project partners, that the consistent guidance and acceptance system that has been created to provide a curriculum which is better tailored to the country concerned by adding a special program to the existing program and that during the period of their stay in Japan there will be also generous support for the fellows such as regular monitoring, etc. In Bangladesh, it is also effective to raise the brand power of studying abroad in Japan by informing the principal of major universities who has experienced studying in Japan as a key person.

On that basis, it is necessary to use various access channels to reach out more prominent prospective candidates. It is effective to use media such as SNS and collaborate with those who have strong networks in Bangladesh. In addition, since the impact of the word of mouth is significant in Bangladesh, it is important to positively utilize the JDS returned fellows and JDS Fellows for collecting qualified candidates. In the meeting with JICA experts during field survey held in March 2017, the survey team requested JICA experts to disseminate the information to

their colleagues and encourage qualified candidates to apply for JDS. Especially, it would be a solution that JICA experts provide a lecture on how to write a research plan which is one of the key application documents and many applicants struggle in writing.

#### **(5) Need for Enrichment Programs**

With respect to a program for improving the added value of JDS, the JDS returned fellows stated that it would be helpful for them to participate in an internship at a ministry or private company, etc. during their two-year stay in Japan. If the counterpart organizations of projects under implementation send JDS fellows, there is a possibility that the acceptance of interns will be considered positively depending on the cooperating organizations on the Japanese side of such projects. Efforts for which this kind of added value can be expected should be promoted further.

The budget for Special Program has been found to be effectively utilized by each university, but they continue making requests about simplifying the administrative procedure, integrating the procedure for each scheme and more flexible operation. It is necessary to consider about separating the matters requested to the universities accepting the students from the matters provided by the project as an enrichment program as well as establishing a mechanism that enables more flexible operation by the universities and thereby securing a win-win relationship.

#### **(6) Importance of Japanese language**

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Bangladesh in the future. In the course of this field survey, we had the opportunity to meet with Bangladesh who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed to us the importance of the Japanese language. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture.

Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is possible to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

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

**Measures to be taken during the fellows' stay in Japan for follow-up conducted after they return home**

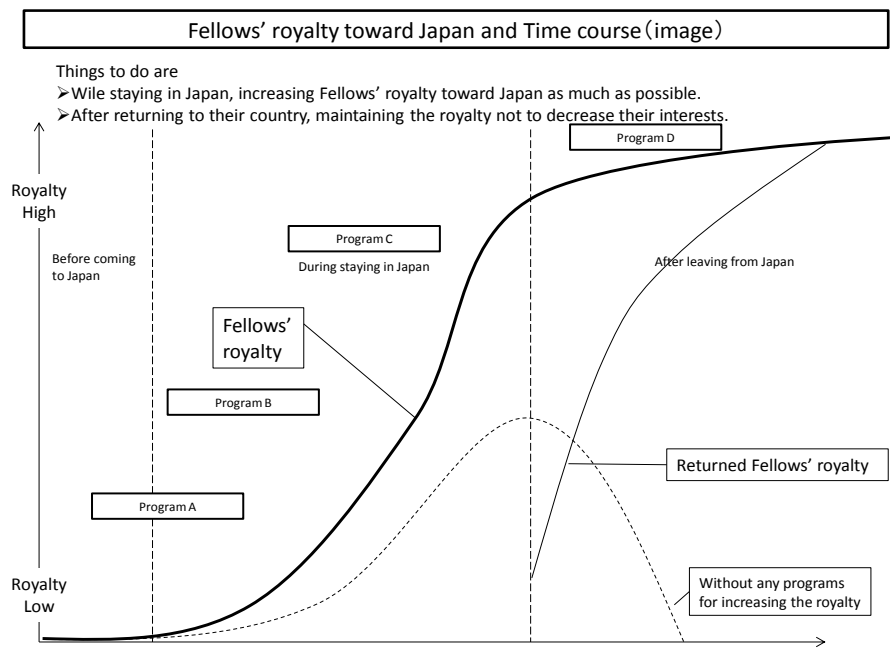
In Bangladesh, 298 JDS fellows have visited Japan until now, 240 of whom in total including up to the thirteenth batch have already returned to the country after completing the course. The alumni association of JDS returned fellows, which was established in 2010, regularly holds events and works actively. On the other hand, according to hearings from JDS returned fellow, it is difficult to maintain a network developed during the stay in Japan although many of them continue to have interests in Japan, and the opportunity to reconstruct such network is desired.

It takes additional time and cost to improve the loyalty of the former JDS students who have lost a connection with Japan for a certain period of time and it is not always efficient. For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures provided after they return home should be discussed in an integrated manner as continuous measures.

To facilitate continuous follow-up activities and cause such activities to lead to the project achievement, namely the “strengthening of partnership between Japan and Bangladesh,” it is necessary to improve the students’ loyalty to Japan during their stay and motivate them to keep their relationship with Japan after returning home. With respect to follow-up activities after the students return home, the implementation of measures for maintaining and development their loyalty that has been improved during their stay in Japan will contribute to better project achievements.

#### **Follow-up measures implemented after the JDS Fellows return home**

For sustainable follow-up activities, it is expected for the Japanese side to enhance the follow-up content to implement measures for maintaining and improving the loyalty developed during the students’ stay in Japan. In the case of Bangladesh, the JDS fellows alumni association is working actively as mentioned above, and its members have high motivation. However, considering that it will take another few years until the identity as a JDS fellow is instilled in the mind of all members and its activities succeed in forming the network with persons related to Japan, Japan side is anticipated to support funding and facilitate activities. Particularly for JDS activities, it would be able to provide more flexible support than the implementing Agent that provides support throughout the project from the time of coming to Japan and thereby facilitate the students to maintain their identify as a JDS fellows, formulate a group and make proposals for or implement activities thereafter.



**Figure 18 Fellows' royalty toward Japan and time course (image)**

### **Networking with Japanese government officials for networking**

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

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

### **Utilization of Bangladesh Model**

In JDS, it is effective to place the alumni association at the center of follow-up activities. If the alumni association is able to not only perform their own event activities but also to track the recent status of JDS returned fellow and manage alumni list, it will be easier to share the list with other

institutions from the viewpoint of handling personal information, thereby facilitating networking.

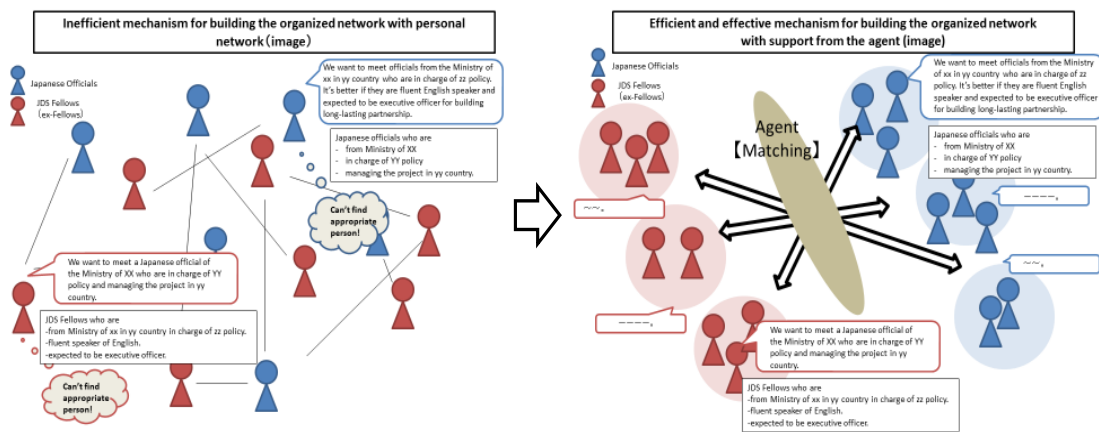
The establishment process and subsequent activities of the alumni association in Bangladesh is remarkably active among other countries in which JDS is implemented, which makes the country an outstanding example of success. As an emphasis on follow-up activities has been advocated in JDS as well in recent years, it is desirable to develop the "Bangladesh model" of alumni association activities horizontally to other countries. It is also useful to keep in touch with the alumni associations that were just established in other countries so as to share the know-how of the Bangladesh model, as well as to invite executives of the alumni association of each country to Japan or a third country so as to have a discussion on the ideal situation of the alumni association, with the JDS returned fellows alumni association of Bangladesh taking the lead.

Now that Bangladesh is outpacing other countries in respect of the follow-up activities mainly through the alumni association, the situation in Bangladesh could indicate how the follow-up activities should be conducted in the JDS going forward. With regard to the follow up that should be done within the scheme of the JDS project, not voluntarily, one way is to strengthen the follow-up in Bangladesh as a pilot case first and then establish the Bangladesh model on a full scale. Although it may not be possible to definitely follow the Bangladesh model in all respects as the circumstances of each country are naturally different, Bangladesh has a great role to play in a sense that ideal situation and goal of the alumni association will be made clear.

### **Roles to be performed by the implementation agent**

#### **Role as a mediator**

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the implementation agency is expected to function as a mediator between the JDS fellows and the Japanese ministries and the persons concerned with ODA. It is expected that the implementation agency will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements. Figure 19 shows the image of role of the implementing Agent as mediator to serve in matching and networking between fellows and concerned persons.



**Figure 19 Roles as a mediator by the implementing Agent**

### Firm network foundation with JDS Fellows

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

Generally speaking, a problem arising in connection with the follow-up of the students is to obtain the information on their whereabouts after returning home. In the JDS project, the implementation agency and the JDS fellows have a trust relationship and therefore the JDS fellows can contact the implementation agency even after returning home, and they have already established a relationship and system that enable us to know the detailed matters on the students' division and work. Particularly the project has its administration office in the relevant country and obtains support from the former JDS students for recommending application, orientation and other major activities. For this reason, the project administration office can be used as a base for follow-up activities.

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

### Network foundation with the Japanese ministries

On the other hand, it is also important to advertise the JDS project to the persons concerned with the Japanese ministries is also important. According to the questionnaire survey conducted by the consultant independently, the degree of recognition of the JDS project by the persons concerned with the Japanese ministries is very low. However, the importance of a network with the JDS

students is high for the persons concerned with the Japanese ministries. For example, in terms of the infrastructure export, human resource development is considered to form the basis of all measures taken for the infrastructure export and its many-sided significance was also pointed out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation.

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

The implementing agency has contact with JDS returned fellows constantly and grasps their information including the qualities in detail in a unified way. Utilizing these resources, the implementing agency will be expected to have the function of collecting and managing JDS returned fellow’s information by doing monitoring and follow-up after their return to Bangladesh. Moreover, it is also expected for the follow-up activities that implementing agency will become an organization which build a network between JDS returned fellows and Japanese government/aid related people with a strong network with them.

### **3-6. Conclusion**

This preparatory survey was intended to develop the plan to accept international students for the upcoming fourth batches which will contribute to the long-term view for the development of human resources in Bangladesh. In the survey, items were analyzed specifically such as how effective follow-ups should be, which is a long-term issue, as well as the strengths of the JDS project through comparisons with other donors. And at the same time, studies were also conducted on the smooth implementation of the project while safety measures are taken.

Overall, discussions in Bangladesh were carried out in a very quick and friendly manner. This is the result of the trust established between the Bangladesh government and Japan through their cooperation, and the smooth relationship between the executing agencies and Bangladesh was also one of the background factors.

In addition to the individual subjects of discussion which were described earlier, it was found necessary to pay attention again to the characteristics of Bangladesh’s personnel system after having discussions on various topics and visiting related institutions. The administrative cadres who are the main targets of this project are senior public servants who do not have a line ministry

which is a home port to them, and are ultimate generalists. Even though they are guaranteed to return to public duties after going back to their country, it is not known at all what ministry they will return to or what area of services they will be engaged with in the future even if they wish to know. In other words, even if the matching of candidates and universities is conducted in connection with the development agenda or even if cooperation with Japan's ODA project is planned in advance, the odds are not always high that those gains are directly utilized after JDS fellows return to their country. It is important to reacknowledge that implementing the project targeting administrative cadres serves JDS's original purpose, which is to develop leaders in policy planning, and widely contributes to the development of administrative officers in Bangladesh, however it is fundamentally difficult to form layers associated with specific issues. It would be more important for Bangladesh than other countries that better human resources are recruited and that networks are utilized by appropriately keeping up with the movement of JDS returned fellows no matter what ministry they belong to after returning to their country.

As far as the role of follow-ups, suggestions for other countries were gained by turning our attention particularly to the alumni association for JDS returned fellows through the investigation as well as analysis of its organizational structure, personnel and finance affairs, incentives and activities. Interviews with the alumni association for JDS returned fellows raised expectations for the possibility that this association will function as a hub for a network of JDS-related alumni societies in the future.

As far as the operating system of the project in the future, it is necessary to continue considering the operation of the project in Bangladesh with the existing safety measures in mind, as described earlier. However, long-term human resource development projects like JDS can be continued in a stable manner even if there are some changes in the situation, and the longer the project continues the more achievements can be made. Even with circumstances where it is difficult for Japanese people to stay for a long period of time as well as some restrictions in actions even for other countries' donors, it is desired to steadily continue implementing this project because it is considered an effective way to show Japan's presence.

End



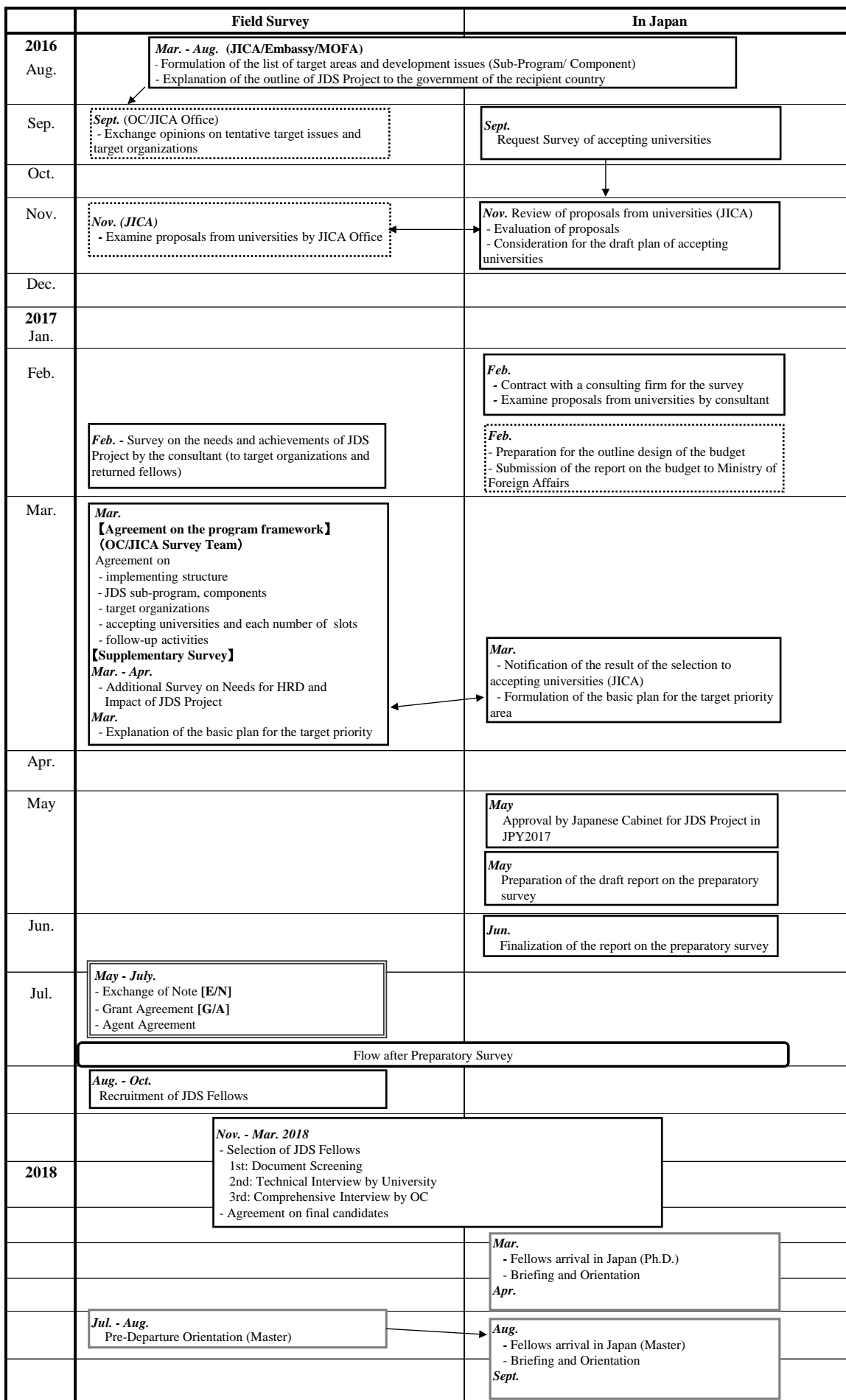
## **List of Appendixes**

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 Next Four Years under the JDS Project in Country
6. Basic Plan for the Target Priority Area (Draft)
7. Summary of the Result of Needs Survey on Main Target Organizations

### Member List of the Survey Team

Ms. ORITA, Tomomi	Leader	Deputy Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department
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Mr. SHIONOYA, Tsuyoshi	HRD Planning	Managing Director International Student Programs Department I, JICE
Mr. YOSHIOKA Kojiro	Overseas Study Planning	Programme Manager International Student Programs Division, International Student Programs Department I, JICE
Ms. SHIMIZU Yasuyo	Needs Study/ Coordination	Country Officer JDS Project Office in Cambodia International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey



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

**List of Contact Persons**

Date and Time	Contact Persons	Remarks
5 March, 2017 (Sun) 16:00~17:00	<ul style="list-style-type: none"> <li>■ JICA Bangladesh Office</li> <li>- Mr. Atsushi Uchida, Senior Representative</li> <li>- Mr. Koichi Hirata, Representative (General Affairs, Security Control, Procurement)</li> </ul>	Briefing on the security measures
5 March, 2017 (Sun) 17:00~18:00	<ul style="list-style-type: none"> <li>■ JICA Bangladesh Office</li> <li>- Mr. Atsushi Uchida, Senior Representative</li> </ul>	Discussion on the overall schedule and approach of the field survey
6 March (Mon) 10:00~11:00	<ul style="list-style-type: none"> <li>■ Embassy of Japan in Bangladesh</li> <li>- Mr. Shinto Yasuharu, Counselor</li> <li>- Mr. Saito Takeshi, Second Secretary</li> </ul>	Discussion on the overall schedule and approach of the field survey
6 March (Mon) 12:00~13:00	<ul style="list-style-type: none"> <li>■ Pre-Minutes Meeting with Economic Relations Division (ERD), Ministry of Finance</li> <li>- Mr. Shahidul Islam, Additional Secretary, ERD (Co-chairperson of the OC)</li> <li>- Mr. Dr. A.R.M Tariq, Joint Secretary, ERD (Project director)</li> <li>- Mr. Md. Ruhul Amin, Deputy Secretary (Deputy project director)</li> </ul>	Discussion on the overall schedule and approach of the field survey Explanation on a draft of minutes
6 March (Mon) 15:00~16:00	<ul style="list-style-type: none"> <li>■ Bangladesh Bank</li> <li>- Mr. Kazi Enayet Hossain, General Manager, HRD-2</li> <li>- Mr. Md Mazibur Rahman, Deputy General Manager, HRD-2</li> <li>- Ms. Nasima Shaheen, Joint Director, HRD-2</li> </ul>	Discussion on the overall schedule and approach of the field survey
6 March (Mon) 16:00~18:00	<ul style="list-style-type: none"> <li>■ JDS Alumni Association</li> <li>- Mr. Mohammad Shahriar Siddiqui (JDSAA President)</li> <li>- Mr. Sharif Md. Forhad Hossain (JDSAA General Secretary)</li> <li>- Mr. Goutam Kumar Ghosh (Treasurer of JDSAA)</li> <li>- Mr. Mohammad Shahjahan (IT Secretary of JDSAA)</li> <li>- Mr. Md Rayhanul Islam (JDSAA Executive Committee Members)</li> <li>- MR. Md Rafiqul Islam (JDSAA Member)</li> <li>- Mr. Md Arif-Ur-Rahman (JDSAA Member)</li> </ul>	Survey on alumni activities and follow-up
7 March (Tue) 10:00~11:00	<ul style="list-style-type: none"> <li>■ JICA Expert</li> <li>- Mr. Naoki Matsumura, Country Programme Coordinator (Disaster Management)</li> </ul>	Survey on JDS target field
7 March (Tue) 14:30~15:30	<ul style="list-style-type: none"> <li>■ Minutes meeting &amp; Signing with the Operating Committee at Economic Relations Division (ERD), Ministry of Finance</li> </ul>	Signing on Minutes of Discussion

	<p><b>&lt;Bangladesh side&gt;</b></p> <ul style="list-style-type: none"> <li>- Mr. Shahidul Islam, Additional Secretary, ERD (Co-chairperson of the OC)</li> <li>- Mr. Dr. A.R.M Tariq, Joint Secretary, ERD (Project director)</li> <li>- Mr. Md. Ruhul Amin, Deputy Secretary (Deputy project director)</li> <li>- Mr. A.K.M.Dinarul Islam, Ministry of Public Administration, Joint Secretary (OC member)</li> <li>- Mr. Shamim Ahmed Khan, Planning Commission, Joint Chief (OC member)</li> </ul> <p><b>&lt;Japan side&gt;</b></p> <p><u>Embassy of Japan in Bangladesh</u></p> <ul style="list-style-type: none"> <li>- Mr. Shinto Yasuharu, Counselor (Co-chairperson of the OC)</li> <li>- Mr. Saito Takeshi, Second Secretary</li> </ul> <p><u>JICA Bangladesh Office</u></p> <p>Mr. Atsushi Uchida, Senior Representative (Secretariat of the OC)</p>	
8March (Wed) 10:00-11:00	<p>■ JICA Expert</p> <ul style="list-style-type: none"> <li>- Mr. Akira Munakata, Senior Advisor (Local Governance/Rural Development)</li> </ul>	Survey on JDS targeted field
8March (Wed) 14:00-15:00	<p>■ JETRO Bangladesh Office</p> <ul style="list-style-type: none"> <li>- Mr. Taiki Koga, Representative</li> </ul>	Survey on business and economic trends
9 March (Thu) 11:00-12:00	<p>■ Ministry of Road Transport and Bridges, Roads and Highway Department</p> <ul style="list-style-type: none"> <li>- Mr. Mahbulul Alam, Additional Chief Engineer</li> <li>- Mr. Mohammad Moniruzzaman, Superintend Engineer</li> <li>- Mr. Md. Enamul Haque, Executive Engineer, Administration &amp; Establishment</li> </ul>	Needs survey
9 March (Thu) 16:00-17:00	<p>■ Ministry of Public Administration</p> <ul style="list-style-type: none"> <li>- Ms. Ummul Hasna, Additional Secretary</li> <li>- Mr. A K M Dinarul Islam, Joint Secretary</li> <li>- Mr. Mr. Mohammad Jainul Bari, Joint Secretary</li> </ul>	Needs survey
10 March (Fri) 11:00-18:00	<p>■ JDS Returned Fellows</p> <ul style="list-style-type: none"> <li>- Ms. Akhter Neelima, Director, Ministry of Public Administration (belonging org.)</li> <li>- Dr. MD. Al-Amin Pramanik, Commissioner, Ministry of Finance</li> <li>- Ms. Masuma Khanam, Deputy Secretary, Ministry of Public Administration</li> <li>- Mr. Shabbir Ahamad, First Secretary, Ministry of Finance</li> </ul>	Survey on JDS Returned Fellows

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

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

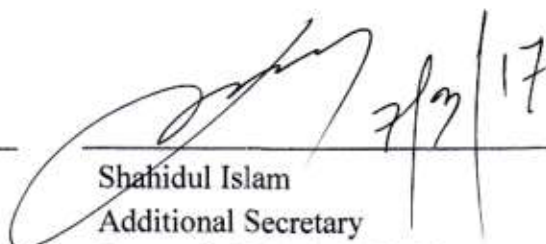
In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by Ms. Tomomi Orita, Director, Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA, to Dhaka from 5<sup>th</sup> to 9<sup>th</sup> March, 2017.

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

Dhaka, March 7, 2017



Tomomi Orita  
Leader  
Preparatory Survey Team  
Japan International Cooperation Agency



Shahidul Islam  
Additional Secretary  
Economic Relations Division  
Ministry of Finance

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

The Committee agreed with the objectives of the Preparatory Survey explained by the Team referring to ANNEX-1 "Flowchart of the Preparatory Survey of JDS Project".

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project starting from Japanese fiscal year 2017
- (2) To identify the number of potential candidates for the JDS Projects
- (3) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project

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

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

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

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

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

### **2. Confirmation of the Implementation Coordination**

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

#### Bangladesh side

- Economic Relations Division, Ministry of Finance (Chairperson)
- Ministry of Education
- Ministry of Planning
- Ministry of Public Administration

#### Japanese side

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

The Bangladesh side proposed to add the Project Director of the JDS Project from Economic Relations Division to the Committee, considering the actual role which has been taken by the Project Director and expected contribution to facilitate the function of the Committee. Japanese side agreed with this proposal.

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

The total number of JDS Fellows for the first batch in Japanese fiscal year 2017 shall be at thirty (30) and this number would indicate the maximum number per batch for four batches,



from Japanese fiscal year 2017 to 2020.

#### **4. JDS Sub-Program and Component**

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

##### Priority Area as Sub-Program :

Administrative Capacity Improvement

##### Development Issue as Component :

1. Enhancement of Capacity for Public Administrative Government
2. Enhancement of Legal Capacity and Policy
3. Enhancement of Capacity for Urban and Regional Development Planning and Policy
4. Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth

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

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

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

- 1) Development Issue as Component : Enhancement of Capacity for Public Administrative Government

##### Accepting University:

- Meiji University, Graduate School of Governance Studies (5 slots)
- Yamaguchi University, Graduate School of Economics (5 slots)
- Kobe University, Graduate School of International Cooperation Studies (2 slots)

- 2) Development Issue as Component : Enhancement of Legal Capacity and Policy

##### Accepting University:

- Keio University, Law School (2 slots)

- 3) Development Issue as Component : Enhancement of Capacity for Urban and Regional Development Planning and Policy

##### Accepting University:

- University of Tsukuba, Graduate School of Life and Environmental Sciences (4 slots)
- Yokohama National University, Graduate School of Urban Innovation (2 slots)
- Hiroshima University, Graduate School for International Development and Cooperation (4 slots)





- 4) Development Issue as Component : Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth

Accepting University:

- Kobe University, Graduate School of International Cooperation Studies (2 slots)
- International University of Japan, Graduate School of International Relations (2 slots)
- Hiroshima University, Graduate School for International Development and Cooperation (2 slots)

**6. Target Organizations**

Based on the discussion held between the both parties, the target organizations were identified as ANNEX-3 “Design of JDS Project for the succeeding four batches”.

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

**7. Basic Plan for Each Component**

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

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

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

The Team explained that PhD Program could be introduced in JDS after confirmation of its needs in target organizations considering further career development of JDS Fellows in order to contribute to development of the country. PhD program would be offered at most 3 slots per batch. Basically JDS returning Fellows could apply for PhD Program. Both parties confirmed that detail procedure for recruitment and selection would be discussed in the Committee.

**III. Other Matters Discussed**

**1. Selection and Follow-up of the JDS Fellows**

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

It was agreed that monitoring and evaluation of JDS returning Fellows should be done actively by GOB for expanding their outcomes and human network.

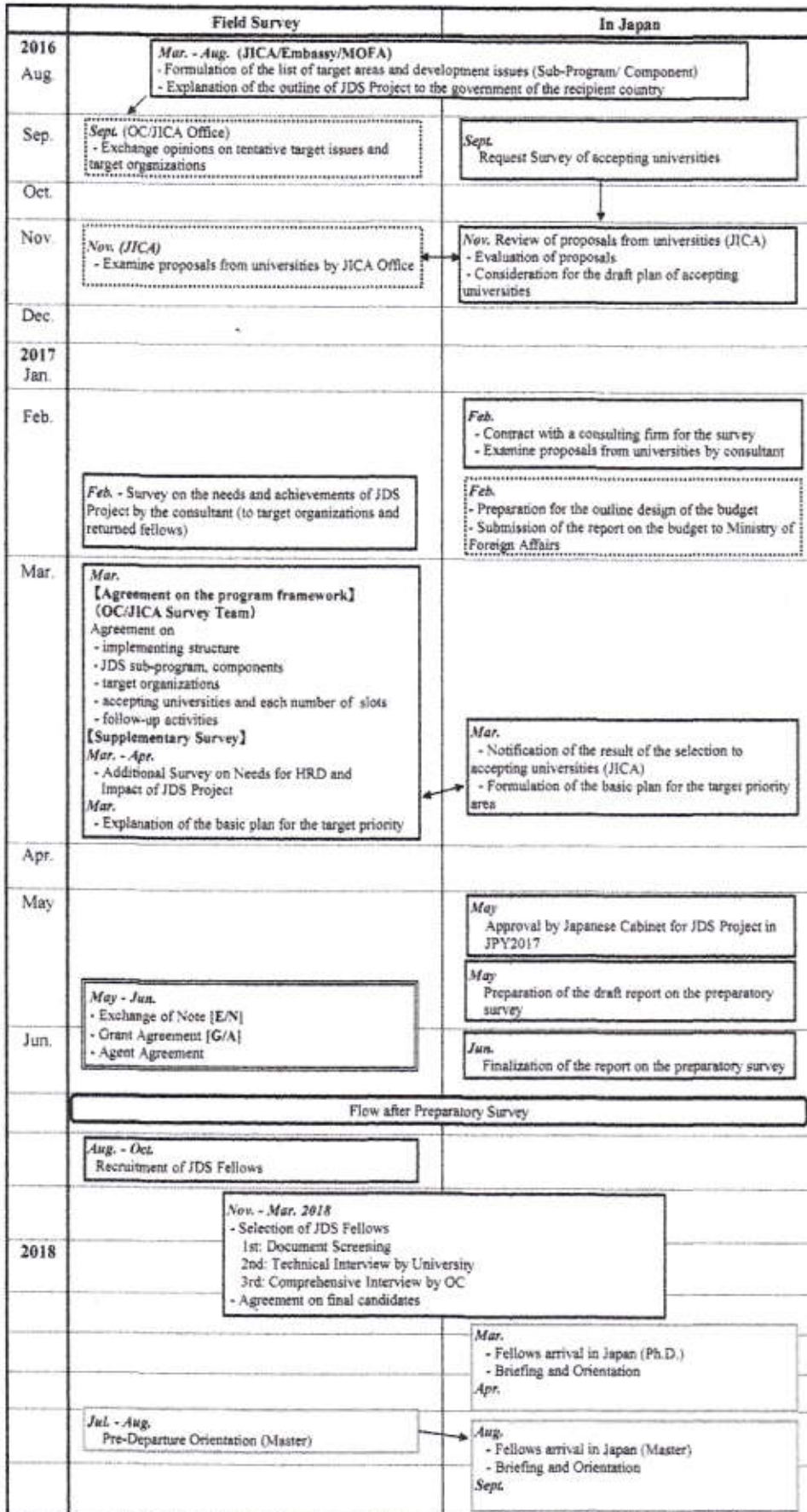
**2. Monitoring Mission**

Both parties confirmed the necessity of monitoring mission by the Committee members in order to enhance their commitment and effectiveness of project management.

- ANNEX-1: Flowchart of the Preparatory Survey
- ANNEX-2: Flowchart of JDS Project for the Succeeding Four Batches
- ANNEX-3: Design of JDS Project in Bangladesh for Four Batches from 2018 to 2021
- ANNEX-4: The Project for Human Resource Development Scholarship (JDS)-Basic Plan for the Target Priority Area



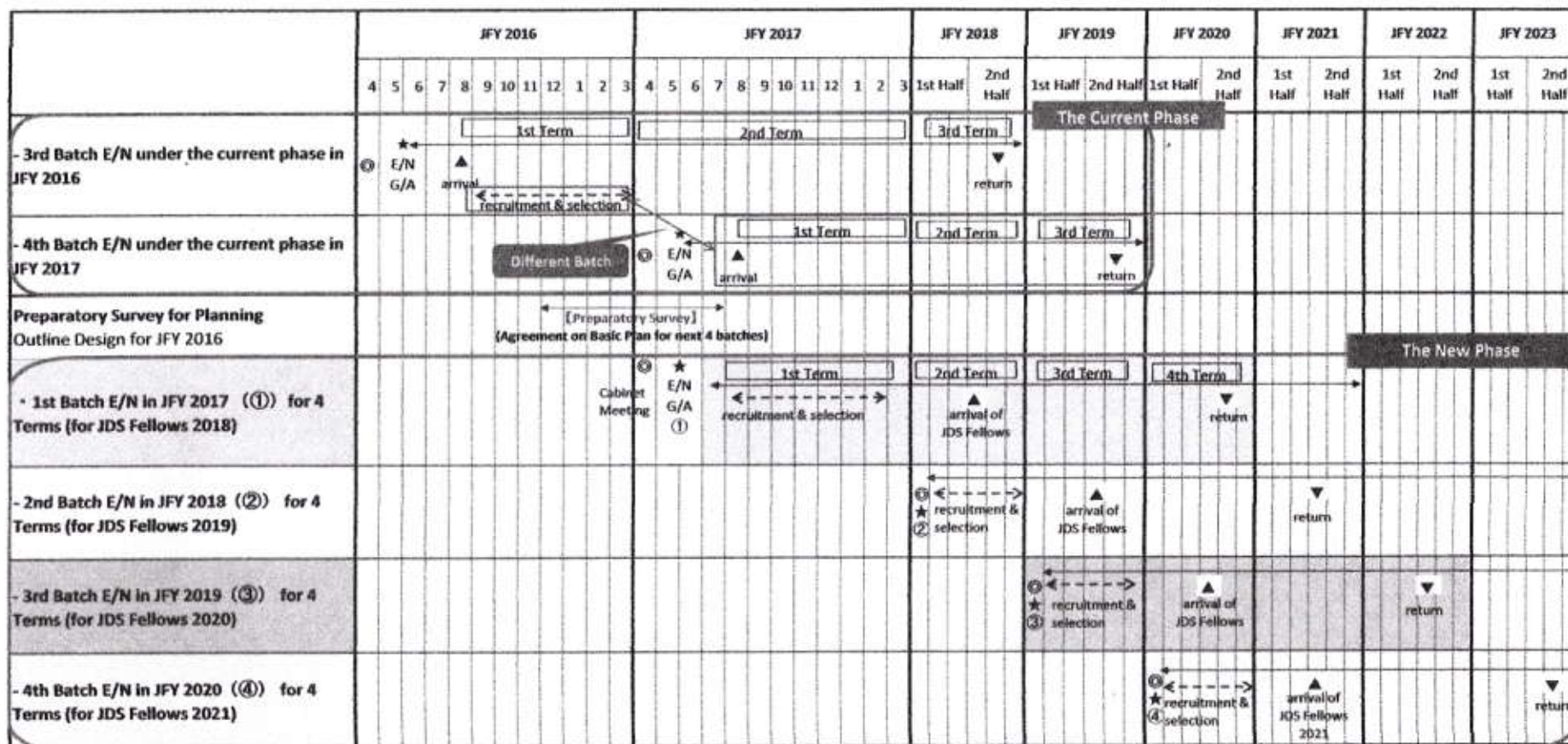
## Flowchart of the Preparatory Survey



2)

Flowchart of JDS Project for the Succeeding Four Batches

March, 2017  
JICA



Project Period for 7 years

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

## Design of JDS Project in Bangladesh for Four Batches from 2018 to 2021

Sub-Program (JDS Priority Areas)	Component (JDS Development Issues)	Expected Theme of the Research/ Possible Fields of Study	Target Organizations	University	Slot	
Administrative Capacity Development	1. Enhancement of Capacity for Public Administrative Government	<b>Needs</b> Establishing a system for the central and local government and building capacity of administrative officials involved in the operation of the system	All Ministries, especially •M. of Public Administration •M. of Planning •M. of Finance •M. of Foreign Affairs •M. of Local Government (BCS Cadre Officials)	Meiji University Graduate School of Governance Studies	5	
		<b>Possible Fields of Study:</b> •Governance / Administration •Local Governance / Local Autonomous •International Relations •Kaizen •Information Security •ICT		Yamaguchi University Graduate School of Economics	5	
		<b>Preferred Degree:</b> •Public Administration •Political Science •International Relations		Kobe University Graduate School of International Cooperation Studies	2	
	2. Enhancement of Legal Capacity and Policy	<b>Needs</b> Building capacity of administrative officials and other staff involved in the preparation and enforcement of legal frameworks	All Ministries, especially •M. of Law, Justice and Parliamentary Affairs •M. of Public Administration •M. of Finance •M. of Foreign Affairs •M. of Commerce •M. of Cultural Affairs •M. of Home Affairs •M. of Information (BCS Cadre Officials)	Kelo University Law School	2	
	3. Enhancement of Capacity for Urban and Regional Development Planning and Policy	<b>Needs</b> Building capacity of administrative officials involved in making and implementing policies associated with urban and regional development and building capacity of administrative officials/staffs of Executing Agencies involved in making and implementing development projects	All Ministries, especially • M. of Public Administration • M. of Local Government • M. of Housing and Public Works • M. of Environment and Forest • M. of Industries • M. of Agriculture (BCS Cadre Officials)	University of Tsukuba Graduate School of Life and Environmental Sciences	4	
		<b>Possible Fields of Study:</b> •Urban Planning / Policy •Regional Development Planning / Policy •Agriculture/ Rural Development Planning / Policy •Local Governance / Local Autonomous •Disaster Risk Reduction Management / Policy		Yokohama National University Graduate School of Urban Innovation	2	
		<b>Preferred Degree:</b> •Urban Planning / Policy •Regional Development Planning / Policy •Civil Engineering •Traffic Engineering		Hiroshima University Graduate School for International Development and Cooperation	4	
	4. Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth	<b>Needs</b> Capacity building of civil servants involved in making and implementing policies of Public Finance, Public Investments, Investment Promotion and Economy Growth	All Ministries, especially •M. of Public Administration •M. of Planning •M. of Finance •M. of Environment and Forest •M. of Industry •PMO (BCS Cadre Officials)  •Bangladesh Bank (Class 1 Officials)	Kobe University Graduate School of International Cooperation Studies	2	
		<b>Possible Fields of Study:</b> •Macro / Micro Economics •Environmental Economics •Statistics •Public Finance Management / Policy •Public Investment Management / Policy •Industrial Policy •Private Investment Promotion		International University of Japan Graduate School of International Relations	2	
		<b>Preferred Degree:</b> •Economics (Microeconomics, Macroeconomics) •Economic Policy •Public Finance / Public Economy (Public Economics, Public Policy) •Development Economics		Hiroshima University Graduate School for International Development and Cooperation	2	
	Maximum Number per year					30



**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:<br>2. Target Priority (Sub-Program) Area:<br>3. Operating Committee:<br>Cambodia Side: Ministry of Finance, Ministry of Education, Ministry of Planning, Ministry of Public Administration<br>Japanese Side: Embassy of Japan, JICA Bangladesh Office |
|---|

**Itemized Table 1**

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

**(1) Basic Information**

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

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

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

Relevant Projects and Training Programs of JICA Bangladesh Office:

**2. Cooperation Framework**

**(1) Project Objective**

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

**(2) Project Design**

- |                                       |
|---------------------------------------|
| 1) Overall goal<br>2) Project purpose |
|---------------------------------------|

**(3) Verifiable Indicators**

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

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

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

**(5) Activity (Example)**

Graduate School of XXXXX

Target	Contents/ Programs to achieve target
--------	--------------------------------------



1) Before arrival in Japan	
Pre-departure preparation in Cambodia in order for the smooth study/ research in Japan	
2) During study in Japan	
3) After return	
Utilization of outcome of research	

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

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

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

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

**(7) Inputs from the Cambodia 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 Bangladesh
- 2) Age: Below 40 years old as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Completed sixteen (16) years of school education with at least Bachelor's degree.
  - At least two (2) First Division or equivalent with no Third Division
- 4) Work Experience:
  - To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for **at least two (2) years of work experience** at the time of application.
  - To be a class-1 Officer of Bangladesh Bank for **at least two (2) years of work experience** in Bangladesh Bank at the time of application.
- 5) Others
  - Have a good command of both written and spoken English.  
 IELTS 6.0/CBT (Computer-Based TOEFL) 213/ PBT (Paper-Based TOEFL) 550 or higher is preferable (not required).
  - Must be mentally and physically in good health.
  - A person falls under the following items is not eligible to apply:
    - Those who are currently awarded or scheduled to receive another scholarship.
    - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
    - Military personnel registered on the active list or person on alternative military service.



**The number of JDS Fellows to be accepted for next four years in the JDS Project in Bangladesh**

Sub-Program	Component	University	Graduate School	Expected Number of JDS Fellows					
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total	
1 Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administrative Government	Meiji University	Graduate School of Governance Studies	5	5	5	5	20	
		Yamaguchi University	Graduate School of Economics	5	5	5	5	20	
		Kobe University	Graduate School of International Cooperation Studies	2	2	2	2	8	
	1-2 Enhancement of Legal Capacity and Policy	Keio University	Law School	2	2	2	2	8	
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	University of Tsukuba	Graduate School of Life and Environmental Sciences	4	4	4	4	16	
		Yokohama National University	Graduate School of Urban Innovation	2	2	2	2	8	
		Hiroshima University	Graduate School for International Development and Cooperation	4	4	4	4	16	
	1-4 Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth	Kobe University	Graduate School of International Cooperation Studies	2	2	2	2	8	
		International University of Japan	Graduate School of International Relations	2	2	2	2	8	
		Hiroshima University	Graduate School for International Development and Cooperation	2	2	2	2	8	
	Total				30	30	30	30	120



**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: Bangladesh
2. Target Priority (Sub-Program) Area: Administrative Capacity Development
3. Operating Committee:  
 【Bangladesh Side】 Ministry of Finance, Ministry of Planning, Ministry of Public Administration,  
 Ministry of Education  
 【Japanese Side】 Embassy of Japan, JICA Bangladesh Office

**Itemized Table 1-1**

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

**(1) Basic Information**

1. Target Priority (Sub-Program) Area: Administrative Capacity Development
2. Component: Enhancement of Capacity for Public Administrative Government
3. Managing Organization: Ministry of Finance, Ministry of Planning,  
 Ministry of Public Administration, Ministry of Education
4. Target Organization: Bangladesh Civil Service (BCS) Cadre officials

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

The Bangladesh Government, in the mid-term development plan called “Vision 2021” which aims to become middle-income country and the “Seventh Five-Year Plan (2016-2020)”, states that enhancing “Good Governance” is a dispensable to the continuous and sound development in Bangladesh.

Especially, it is essential to further improve efficiency of bureaucracy and to enhance the capacity building of central and local civil servants in order to formulate, implement and monitor policies and strategies in each field and to provide higher quality public services to the every citizen. Therefore, it is necessary to further promote decentralization and strengthen administrative capacity of local governments.

In regard of capacity building of civil servants, the Ministry of Public Administration and other organizations are creating the Civil Service Law, establishing a comprehensive management system for civil servants, developing the capability of training organizations, and enhancing the capacity of both executive and front-line civil servants.

In addition, in regard of devolution to local governments, Local Governance Division under Ministry of Local Government, Rural Development and Cooperatives and other parties are trying to strengthen the capability of local governments of both rural and urban areas, and attempting fiscal transfers.

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

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

In the "Japan's Country Assistance Policy for Bangladesh" (as of June, 2012) and "Rolling Plan" (as of April, 2014), "Overcome social vulnerability" was determined as one of the priority assistance fields, and the assistance is implemented, identifying the priority sectors to be "Capacity development on public administration" programs as training of government officials who are involved in each priority area.

With respect to above-mentioned Assistance Policies, JICA provides "National Integrity Strategy Support Project" (NIS) for the improvement of administrative services of bureaucracy in the central government.

In terms of enhancing the activities of public servants, JICA conducts "Project for improving Public Services through Total Quality Management (TQM)". Regarding devolution to local governments, JICA mainly works on the improvement of services and systems at the local level and support infrastructure through "Inclusive City Governance Project" and "Strengthening Pourashava Governance Project" aiming to the "Construction of harmonious local administration".

#### **Relevant Projects and Training Programs of JICA Bangladesh Office:**

##### **【JICA expert】**

- Advisor for Local governance

##### **【Technical Cooperation Project】**

- National Integrity Strategy Support Project
- Project for Improving Public Services through Total Quality Management
- Project for Capacity Development of City Corporations
- Strengthening Pourashava Governance Project

##### **【Yen Loan】**

- Northern Bangladesh Integrated Development Project
- Inclusive City Governance Project
- Upazila Governance and Development Project

## **2. Cooperation Framework**

### **(1) Project Objective**

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

### **(2) Project Design**

#### 1) Overall goal:

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions engaged in formulation and implementation of policies regarding development of appropriate national and regional governance systems and improvement and operation of civil services.

#### 2) Project purpose:

To ensure that government officials who are engaged in formulation and implementation of policies will enhance their capacity with regard to the development of appropriate national and regional governance systems and improvement and operation of civil services.

**(3) Verifiable Indicators**

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

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

Graduate School of Governance Studies, Meiji University  
 5 fellows / year, total 20 fellows / 4 years  
 Graduate School of Economics, Yamaguchi University  
 5 fellows / year, total 20 fellows / 4 years  
 Graduate School of International Cooperation Studies, Kobe University  
 2 fellows / year, total 8 fellows / 4 years

**(5) Activity**

**Graduate School of Governance Studies, Meiji University**

Target	Contents/ Programs to achieve target
1) During study in Japan	
Training based on public policy studies, the current issues of advancing policy advances and specialization, with wide knowledge and perspectives, sharp insight and advanced analysis and judgment ability "Political and administrative professionals (advanced professionals)"	In each of these areas, students engage in studies of contemporary global issues, including decentralization, good governance, citizen participation, sustainable development, regional development, poverty reduction, urban issues, and crisis management. Developmental issues are interdisciplinary in nature, University offers three program areas as below; <ul style="list-style-type: none"> <li>•Public Policy Program</li> <li>•International Development Policy Program</li> <li>•Community Planning and Management Program</li> </ul>
To develop the ability to systematically analyze development policy and oversee development subjects from a global and historical point of view, and to train practical ability to implement policy measures in cooperation with diverse entities.	Most of the courses are held by adopting "active learning" approaches, and various fieldwork opportunities for learning from practical experience will also be offered.
To enhance the ability of policy formation and execution skills from a global and local perspective aiming to achieve "Good Governance".	Joint multi-lingual (English and Japanese) courses for fostering exchange between Japanese and international students, as well as fieldwork (site visits) opportunities for visiting various fields of practice in Japan, have been arranged.
Through the master's thesis, deepen their understanding of individual-specific issues in governance and propose solutions.	•Workshops for learning about approaches to reading academic literature and writing thesis in English

	<ul style="list-style-type: none"> <li>• Lectures for supporting thesis writing that combines special lectures and personalized sessions for instructions including academic editing and proofreading.</li> <li>• Courses on social research methods and academic writing skills are offered as strongly recommended ones by the international students' committee.</li> <li>• Special lectures related to student's research themes by distinguished scholars and professionals from within Japan and overseas.</li> <li>• Teaching assistant (Student) support thesis constantly.</li> </ul>
2) After return	
Utilization of outcome of research	In order to develop sustainable relationships with the alumni and other public officials, the School organizes follow-up seminars in their home countries every year.

### Graduate School of Economics, Yamaguchi University

Target	Contents/ Programs to achieve target
1) During study in Japan	
To Learn necessary knowledge about public management	<ul style="list-style-type: none"> <li>• Courses in Public administration and Principle of Administrative Law are offered in order that students acquire the knowledge and ability for public administrators.</li> <li>• Courses in Public Policy, Program Evaluation, Cost-benefit Analysis are offered in order that students acquire the knowledge and ability for making and evaluating effective and efficient policy.</li> <li>• Courses in Economics, Public Economics, Development Economics, and International Economics are offered in order that students acquire the knowledge required for economic policy and development.</li> <li>• Courses in Public Finance, Local Government finance are offered in order that students acquire knowledge of Finance for public administrators.</li> </ul>
Learning ability to discover problem on public management and problem analysis ability	<ul style="list-style-type: none"> <li>• Tokyo Study Tour to visit several central government ministries and agencies.</li> <li>• Field trip to a local city.</li> <li>• Special lecture program to learn concrete examples of public policy.</li> </ul>
Through dissertation writing, deepen understanding of individual and concrete issues in public management and propose solutions	<ul style="list-style-type: none"> <li>• In order to learn the appropriate style and methodology for writing master's thesis in the field of</li> </ul>

	<p>social science, an Academic Writing course is provided as a compulsory subject.</p> <ul style="list-style-type: none"> <li>• Able to provide one main supervisor from faculty members whose research field is the closest to the student's research theme. This main supervisor, and two other sub-supervisors, instruct students in the preparation of their master's thesis.</li> <li>• Interim thesis presentations at BCSAA and in our faculty are very useful to facilitate a deeper awareness of their research theme and to enhance presentation skills.</li> </ul>
2) After return	
Follow up activities	A follow-up program after students return to their country.

### Graduate School of International Cooperation Studies, Kobe University

Target	Contents/ Programs to achieve target
1) During study in Japan	
Deepen the knowledge necessary for improving administrative capacity of public officials and promoting decentralization.	<ul style="list-style-type: none"> <li>• To provide basics of political science, such as Comparative Politics, Political Development</li> <li>• To provide Public Administration related courses like Local Government, Public Policy Studies.</li> <li>• To invite visiting scholars to give special lectures focusing public administration in developing countries.</li> <li>• To provide International Relations, International Law, Development Law, Economics and Disaster Study related subjects.</li> </ul>
Taking into account the disadvantages of decentralization reform, acquire the ability to formulate and enforce a realistic reform plan that fully takes into account the current situation of Bangladesh	<ul style="list-style-type: none"> <li>• To provide Research Methods for Social Sciences and Statics. We focus on empirical analysis on these subjects, thus students can research and analyze their topics scientifically and use their knowledge after master courses.</li> <li>• To provide lecture related to International Development Cooperation, also to invite practitioners as visiting scholars to give lectures.</li> <li>• Fieldworks and Special Seminars with the Japanese Central Government (particularly at the Ministry of Internal Affairs and Communications, the National Personnel Authority) and Local Governments (Hyogo Prefecture and Kobe City).</li> </ul>
Through dissertation writing, deepen understanding of individual and concrete subjects and propose solutions.	<ul style="list-style-type: none"> <li>• In seminars the supervisor can advise students how to write his/ her master thesis. Students can analyze the topics they chose and write policy recommendations from political science and public administration point of views.</li> </ul>

	<ul style="list-style-type: none"> <li>• Feed Back Seminars during the Master thesis writing. By this seminar, students can connect his/ her Master thesis and challenges which Bangladesh faces and thus write effective policy recommendations. We can also use this opportunity for students' field research and following ups for graduates.</li> <li>• Advices in research and English proofreading by Professional instructor</li> <li>• Advices in research and supports for life by Tutors and Teaching Assistants</li> </ul>
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**(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 12 fellows × 4 years = 48 fellows          From the year 2018 (Until 2020) : 12 fellows, From the year 2019 (Until 2021) : 12 fellows          From the year 2020 (Until 2022) : 12 fellows, From the year 2021 (Until 2023) : 12 fellows</p>
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**(7) Inputs from the Bangladesh Side**

- |  |
|--|
| <ol style="list-style-type: none"> <li>1) Dispatch of JDS fellows</li> <li>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)</li> </ol> |
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## **(8) Qualifications**

1) Nationality: Citizens of Bangladesh

2) Age: Below 40 years old as of April 1<sup>st</sup> in the year of dispatch (in principle)

3) Academic Background:

- Completed sixteen (16) years of school education with at least Bachelor's degree.
- At least two (2) First Division or equivalent with no Third Division

4) Work Experience:

- To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience at the time of application.

5) Others

- Have a good command of both written and spoken English.  
IELTS 6.0, TOEFL-CBT 213, TOEFL-PBT 550 or higher is preferable.
- Must be mentally and physically in good health.
- A person falls under the following items is not eligible to apply:
  - Those who are currently awarded or scheduled to receive another scholarship.
  - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
  - Military personnel registered on the active list or person on alternative military service.

## 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: Bangladesh</li><li>2. Target Priority (Sub-Program) Area: Administrative Capacity Development</li><li>3. Operating Committee:<br/>    【Bangladesh Side】 Ministry of Finance, Ministry of Planning, Ministry of Public Administration,<br/>    Ministry of Education<br/>    【Japanese Side】 Embassy of Japan, JICA Bangladesh Office</li></ol> |
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#### **Itemized Table 1-2**

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

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

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| <ol style="list-style-type: none"><li>1. Target Priority (Sub-Program) Area: Administrative Capacity Development</li><li>2. Component: Enhancement of Legal Capacity and Policy</li><li>3. Managing Organization: Ministry of Finance, Ministry of Planning,<br/>    Ministry of Public Administration, Ministry of Education</li><li>4. Target Organization: Bangladesh Civil Service (BCS) Cadre officials</li></ol> |
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##### **(2) Background and Needs (Position of JDS in Development Plan of Bangladesh)**

In the Seventh Five Year Plan (2016-2015), the Government of Bangladesh stipulates that preparation and appropriate operation of a legal system aimed at good governance is one of the most important challenges. Further, reforms that focus on legal and administrative systems including intellectual property rights issues are also considered to be essential in order for public investments and policies to attract private investments.

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

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

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

In the "Japan's Country Assistance Policy for Bangladesh" (as June, 2012) and "Rolling Plan" (as April, 2014), "Overcome social vulnerability" was determined as one of the priority assistance fields, and the assistance is implemented, identifying the priority sectors to be "Capacity development on public administration" programs as training of government officials who are involved in each priority area.

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

Moreover, "Basic policy on assistant for development of legal system" (revised edition in May, 2013) in Japanese ODA development policy by field stipulated that Bangladesh is one of the eight important target



countries, and support establishment of healthy governance based of the rule of law through the improvement of the legal system and procedure on administration and investment.

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

【JICA expert】

- Investment Climate Improvement Advisor
- Industry Policy Advisor

**2. Cooperation Framework**

**(1) Project Objective**

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

**(2) Project Design**

1) Overall Goal:

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions engaged in formulation and implementation of policies regarding general legal skills and skills related to intellectual property rights and sea laws that will help attract private investment.

2) Project Purpose:

To ensure that government officials who are engaged in formulation and implementation of policies will enhance their capacity with regard to general legal skills and skills related to intellectual property rights and sea laws that will help attract private investment.

**(3) Verifiable Indicators**

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

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

Keio University Law School  
2 fellows / year, total 8 fellows / 4 years

**(5) Activity**

**Keio University Law School**

Target	Contents/ Programs to achieve target
1) During study in Japan	
To train legal educators who can be active in global field, global companies and international organizations legal staff	<ul style="list-style-type: none"> <li>·Provide internships at a wide a range of law firms, companies and international organizations for applying and adding student’s knowledge.</li> <li>·Both legal researcher and legal practitioner will teach courses in this program. They will guide the students to write research paper.</li> </ul>

	<ul style="list-style-type: none"> <li>•KLS has established an Advisory Board and intends to draw upon the professional and academic experience of its members for advice regarding KLS's academic programs of study and related matters.</li> <li>•Some of the staffs who have long been engaged in legal assistance for Vietnam, Laos, Cambodia, Myanmar, Nepal, etc. and they provide lectures regarding to promote “access to justice” through strengthening the function of judiciary.</li> </ul>
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**(6)-1 Inputs from the Japanese Side**

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

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

1 batch 2 fellows × 4 years = 8 fellows  
 From the year 2018 (Until 2020) : 2 fellows, From the year 2019 (Until 2021) : 2 fellows  
 From the year 2020 (Until 2022) : 2 fellows, From the year 2021 (Until 2023) : 2 fellows

**(7) Inputs from the Bangladesh 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 Bangladesh
- 2) Age: Below 40 years old as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Completed sixteen (16) years of school education with at least Bachelor’s degree.
  - At least two (2) First Division or equivalent with no Third Division
- 4) Work Experience:
  - To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience at the time of application.
- 5) Others
  - Have a good command of both written and spoken English.  
 IELTS 6.0, TOEFL-CBT 213, TOEFL-PBT 550 or higher is preferable.
  - Must be mentally and physically in good health.
  - A person falls under the following items is not eligible to apply:
    - Those who are currently awarded or scheduled to receive another scholarship.
    - Those who have already obtained a master’s or higher degree overseas under the support of foreign scholarship.
    - Military personnel registered on the active list or person on alternative military service.

## 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: Bangladesh
2. Target Priority (Sub-Program) Area: Administrative Capacity Development
3. Operating Committee:  
【Bangladesh Side】 Ministry of Finance, Ministry of Planning, Ministry of Public Administration,  
Ministry of Education  
【Japanese Side】 Embassy of Japan, JICA Bangladesh Office

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

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

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

1. Target Priority (Sub-Program) Area: Administrative Capacity Development
2. Component: Enhancement of Capacity for Urban and Regional Development Planning and Policy
3. Managing Organization: Ministry of Finance, Ministry of Planning,  
Ministry of Public Administration, Ministry of Education
4. Target Organization: Bangladesh Civil Service (BCS) Cadre officials

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

Bangladesh, in the midst of drastic economic growth for more than past 10 years, is facing deterioration of urban environment due to the unplanned development and insufficient infrastructure in the core cities caused by lack of masterplan and related law and regulation.

In addition, there has been a disparity between urban and rural areas; urban areas are developing, whereas rural areas can hardly enjoy the benefit of economic growth. Therefore, there is a pressing need for region/area-wide comprehensive plans and policies.

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

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

In the "Japan's Country Assistance Policy for Bangladesh" (as June, 2012) and "Rolling Plan" (as April, 2014), "Overcome social vulnerability" was determined as one of the priority assistance fields, and the assistance is implemented, identifying the priority sectors to be "Capacity development on public administration" programs as training of government officials who are involved in each priority area. Based on the above mentioned policy, JICA has implemented "Dhaka Urban Transport Network Development Project" and "Project for Capacity Development of City Corporations" in the urban area. In the meantime, JICA has also conducted "South West Bangladesh Rural Development Project" and "Northern Bangladesh Integrated Development Project (since 2013)" aimed at strengthening regional ties between rural and urban areas. In addition, JICA also starts "Upazila Governance and Development Project" in 2015.

##### **Relevant Projects and Training Programs of JICA Bangladesh Office:**

###### **【Technical Cooperation Project】**

- Project for Capacity Development of City Corporations
- Strengthening Pourashava Governance Project

- Dhaka Integrated Traffic Management Project  
【Yen Loan】
- Northern Bangladesh Integrated Development Project
- Inclusive City Governance Project
- Upazila Governance and Development Project

## 2. Cooperation Framework

### (1) Project Objective

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

### (2) Project Design

#### 1) Overall Goal:

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions engaged in formulation and implementation of policies regarding Urban and Rural Planning and Policy in the context of the region/area-wide comprehensive plans and policies.

#### 2) Project Purpose:

To ensure that government officials who are engaged in formulation and implementation of policies will enhance their capacity required for preparing regional comprehensive plans and policies.

### (3) Verifiable Indicators

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

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

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

### (4) Number of JDS Participants and Accepting University

Graduate School of Life and Environmental Sciences, University of Tsukuba

4 fellows / year, total 16 fellows / 4 years

Graduate School of Urban Innovation, Yokohama National University

2 fellows / year, total 8 fellows / 4 years

Graduate School for International Development and Cooperation, Hiroshima University

4 fellows / year, total 16 fellows / 4 years

### (5) Activity

#### Graduate School of Life and Environmental Sciences, University of Tsukuba

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in order for the smooth study/ research in Japan	Through Tsukuba's JDS program website and pamphlets, Tsukuba will provide detailed information about the teaching/research topics of faculty members to help JDS Fellows select their supervisors. After this selection, if necessary, the Fellows will study basic mathematics, statistics, or data analysis under their prospective supervisors
2) During study in Japan	

<p>To foster the ability to overlook the problems related to cities and surrounding areas, and learn the ability to solve specific urban and rural problems based on that.</p>	<p>JDS Fellows in this development issue will belong to our all-English program called “Sustainability Science, Technology, and Policy (SUSTEP).” In this program, they can choose one or more major fields out of four: (1) water environment and climate change; (2) integrated waste management; (3) bio-related fields and ecology; and (4) policy and planning. Students will also take one compulsory course on policy/planning as well as another internship course in order to expand their supervisory visions and analytical insights as expert global leaders.</p>
<p>To improve the ability to communicate with the government and research organization, communication with the general public, communication skills with the national delegation highly, and to be able to educate the importance of solving problems existing in cities and rural areas.</p>	<ul style="list-style-type: none"> <li>• Fostering the ability of solving problems through domestic/overseas training which matched with student’s needs.</li> <li>• Providing a travel grant to selected students to present at international conferences to improve their research ability and international competitiveness.</li> <li>• Fostering highly ethical behaviors as researchers and administrators through taking the course on ethic and the process of ethical review at University.</li> </ul>
<p>Increase accuracy of research</p>	<ul style="list-style-type: none"> <li>• JDS Fellows can take SUSTEP special seminars on academic writing in English to improve their skills in writing theses, business letters, and reports for international organizations.</li> <li>• The SUSTEP Committee will organize JDS international seminars for JDS Fellows by inviting internationally renowned scholars from universities or research institutions in Japan or overseas.</li> <li>• In the past five years, this Master’s Program has maintained/updated our JDS website for the benefits of incoming fellows, current fellows and graduated ones.</li> <li>• Hire one personnel who supports JDS Fellows in dealing with official documents in English.</li> </ul>
<p>3) After return</p>	
<p>Utilization of outcome of research</p>	<ul style="list-style-type: none"> <li>• JDS graduated can present their thesis studies through a post-graduation seminar and using this opportunity, faculty members will provide additional help for them to improve their studies as well as expand their professional networks.</li> <li>• In order to assess the effectiveness of our JDS special program, we will conduct monitoring among graduates in order to improve our program.</li> </ul>

**Graduate School of Urban Innovation, Yokohama National University**

<p>Target</p>	<p>Contents/ Programs to achieve target</p>
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4) Before arrival in Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan	Providing the JDS fellows with basic education before coming to Japan as needed and follow-up education through our alumni association in Bangladesh.
5) During study in Japan	
To learn expertise in line with each research subject.	<ul style="list-style-type: none"> <li>• Department is interdisciplinary, and faculty members have extensive special fields such as urban/regional planning, civil engineering, environmental study, rural development, and gender.</li> <li>• Following programs are offered as needed;               <ol style="list-style-type: none"> <li>1) Presentations at academic conference in Japan/abroad</li> <li>2) Special lectures on academic writing</li> <li>3) Special lectures and practice on statistics and GIS</li> <li>4) Submitting paper to academic journals</li> </ol> </li> </ul>
To train the ability to analyze issues, ability to solve problems, practical ability to become an immediate fight after returning home.	<ul style="list-style-type: none"> <li>• Offering one-day/2-3 days field trips more than ten times a year and visit urban development sites and interview persons in charge both in Japan and abroad.</li> <li>• Providing special lectures by practitioners/government administrators and lectures on case studies by faculty members in order for our students to obtain practical knowledge and skills.</li> <li>• Though the studio programs which are carried out in small groups, and students try to analyze and solve actual problems to obtain special knowledge and research and analytical skills.</li> </ul>
Foster human resources with a broad perspective	• Japanese classes in the department. Provide not only language education but also support to JDS fellow's life in Japan and to establish a network with other international students.
6) After return	
Utilization of outcome of research	Follow-up guidance after going back to Bangladesh

### Graduate School for International Development and Cooperation, Hiroshima University

Target	Contents/ Programs to achieve target
7) Before arrival in Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan	The candidates are provided with textbooks on basic knowledge about urban and regional development. They are required to conduct self-study under the instruction of the main supervisors. The candidates are further required to submit periodical reports via e-mail to their supervisors for preliminary supervisions.
8) During study in Japan	
Improve the social management capacity of government, corporate and civil society to	Based on the capability building approach developed

solve urban and regional development problems	in the 21st Century Of Excellence (COE) Program “Social Capacity Development for Environmental Management and International Cooperation (2003-2007)”, we train students from governmental sectors and others, mainly from the perspective of enhancing social management capacity.
Through a comprehensive research approach, students acquire deep knowledge on urban / regional development plans and policies.	Advise students to do research based on integrated research approaches that explicitly incorporate relationships between social and economic development, land use (urban and agriculture lands), transportation, environment, quality of life, etc.
Learn to implement social implementation of various planning and management methods that contribute to the sustainable development of regions and cities, with emphasis on regional specialty and culture.	Provide several opportunities for the JDS students to discuss with specialists from other universities and institutions, and the opportunities to learn practical knowledge from those who are working in governmental and international organizations. Actively promote students’ participation to academic conferences.
Increase the accuracy of research	<ul style="list-style-type: none"> <li>• All JDS students are provided with specialized books, datasets, and/or other materials necessary for their research, including the statistical software such as SPSS and Stata, and the spatial analysis software such as Arc GIS.</li> <li>• Provide special English language courses, i.e. “Graduate Writing I” and “Graduate Writing II.” Through these courses, the JDS students are expected to obtain basic skills in writing academic papers.</li> </ul>
9) After return	
Utilization of outcome of research	In order to obtain feedback from JDS graduates, conduct a follow-up seminar in Bangladesh within approximately one to two years after their graduation. The main idea is to examine how they utilize the knowledge acquired in our course afterwards.

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

<p>1) Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home)</p> <p>2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)</p> <p>3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)</p>
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#### **(6)-2 Input Duration and the Number of JDS Fellows**

<p>1 batch 10 fellows × 4 years = 40 fellows</p> <p>From the year 2018 (Until 2020) : 10 fellows, From the year 2019 (Until 2021) : 10 fellows</p> <p>From the year 2020 (Until 2022) : 10 fellows, From the year 2021 (Until 2023) : 10 fellows</p>
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## **(7) Inputs from the Bangladesh 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 Bangladesh
- 2) Age: Below 40 years old as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Completed sixteen (16) years of school education with at least Bachelor's degree.
  - At least two (2) First Division or equivalent with no Third Division
- 4) Work Experience:
  - To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience at the time of application.
- 5) Others
  - Have a good command of both written and spoken English.  
IELTS 6.0, TOEFL-CBT 213, TOEFL-PBT 550 or higher is preferable.
  - Must be mentally and physically in good health.
  - A person falls under the following items is not eligible to apply:
    - Those who are currently awarded or scheduled to receive another scholarship.
    - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
    - Military personnel registered on the active list or person on alternative military service.



# 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: Bangladesh
2. Target Priority (Sub-Program) Area: Administrative Capacity Development
3. Operating Committee:  
【Bangladesh Side】 Ministry of Finance, Ministry of Planning, Ministry of Public Administration,  
Ministry of Education  
【Japanese Side】 Embassy of Japan, JICA Bangladesh Office

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

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

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

1. Target Priority (Sub-Program) Area: Administrative Capacity Development
2. Component: Enhancement of Capacity for Policy and Planning of Public Finance, Investment Management and Economic Growth
3. Managing Organization: Ministry of Finance, Ministry of Planning,  
Ministry of Public Administration, Ministry of Education
4. Target Organization: Bangladesh Civil Service (BCS) Cadre officials  
Class-1 Officials of Bangladesh Bank

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

###### **(1) Economics Planning and Policy**

In the Seventh Five Year Plan (2016-2020), the Government of Bangladesh stipulates that in order for public investments and policies to attract private investments, improving sustainable management of public finances and sound monetary policy is one of the most important reforms.

Since 2000, Bangladesh has been implementing a banking sector reform program aimed at improving prudential regulations, strengthening the oversight capacity of the Bangladesh Bank, and improving competition through greater participation by private banks. Moreover, in April 2012, it adopted Extended Fund Facility of IMF to carry out fiscal, monetary, and investment policy reform.

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

###### **(2) Public Finance Administration/Public Investment Management**

In the Seventh Five Year Plan, the Government of Bangladesh stipulates that four strategies for public management and administration capacity development:

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

With regard to 3) Public Private Partnership (PPP), the Policy Strategy on Public-Private Partnership was formulated in 2010. Two specialized organizations (the Public-Private Partnership Office in the Prime Minister's Office and the Public-Private Partnership Unit in the Finance Division) were

established, and the process of discovery, formation, examination and approval has been clearly defined. As for 4) Strengthening of the planning and budgetary processes, it is in the process of finalizing “The Strategy. For Public Finance Management Reforms” mainly by Ministry of Finance.

In order to smooth implementation mentioned above, it is important to build capability to design mid-and-long term policies and national plans. At the same time, skills to set up a system to realize these plans are also required.

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

In the “Japan’s Country Assistance Policy for Bangladesh” (as of June, 2012) and “Rolling Plan” (as of April, 2014), “Overcome social vulnerability” was determined as one of the priority assistance fields, and the assistance is implemented, identifying the priority sectors to be “Capacity development on public administration” programs as training of government officials who are involved in each priority area.

Based on the assistance policy mentioned above, JICA is implementing “Strengthening Public Investment Management System Project” aimed at improving efficiency of formulation/review/approval process of Annual Development Plan (ADP) and strengthening collaboration of top plan of ADP (7FIP) and the multiple annual budget framework supported by World Bank, which is targeted to the Planning Division under Ministry of Planning where manage whole development projects in the public investment management.

#### **Relevant Projects and Training Programs of JICA Bangladesh Office:**

##### **【JICA expert】**

- Investment Climate Improvement Advisor
- Industry Policy Advisor

##### **【Technical Cooperation Project】**

- Project for Development Study and Capacity Enhancement of Bangladesh Economic Zone Development Plan Authority
- Strengthening Public Investment Management System Project
- Management Improvement Project for SMEs (under consideration)

##### **【Yen Loan】**

- Financial Sector Project for the Development of Small and Medium-sized Enterprises
- Foreign Direct Investment Promotion Project

## **2. Cooperation Framework**

### **(1) Project Objective**

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

## (2) Project Design

### 1) Overall goal:

To ensure that DS returned fellows will help to improve the institutional capacities of relevant administrative institutions engaged in formulation and implementation of policies regarding economic development through appropriate macroeconomic policy frameworks.

### 2) Project purpose:

To ensure that government officials who are engaged in formulation and implementation of policies will enhance their capacity with regard to the sustainable management of public finance and appropriate financial policies.

## (3) Verifiable Indicators

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

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

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

## (4) Number of JDS Participants and Accepting University

Graduate School of International Cooperation Studies, Kobe University

2 fellows / year, total 8 fellows / 4 years

Graduate School of International Relations, International University of Japan

2 fellows / year, total 8 fellows / 4 years

Graduate School for International Development and Cooperation, Hiroshima University

2 fellows / year, total 8 fellows / 4 years

## (5) Activity

### Graduate School of International Cooperation Studies, Kobe University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Acquire basic knowledge required in the graduate school	<ul style="list-style-type: none"><li>• JDS fellows have a pre-enrollment training to improve mathematical and statistical analysis capacity.</li><li>• The university offers an individual guidance before entrance based on research proposal (research theme setting, data collection, etc.)</li><li>• Approximately the supervisor closely contacts the fellow, and the faculty in charge of JDS visits the field and instructs data collection, literature survey etc. individually.</li></ul>
2) During study in Japan	
Obtain fundamental and applied knowledge of economics and analytical abilities for the various problems faced by developing countries	<ul style="list-style-type: none"><li>• "Macroeconomics" and "Microeconomics" as basic courses of economics, and "Statistics," "Econometrics," and "Social Research Methods for Development" are provided. The university also offer "Mathematics for Social Sciences" as preparatory course for these basic subjects.</li><li>• JDS candidates take subjects on macroeconomic policy and investment / trade policy such as</li></ul>

	<p>"Public Finance," "Monetary Theory," "International Economics," "Economic Growth," etc. as applied subjects in economics.</p> <ul style="list-style-type: none"> <li>The university offers "Economic Development Studies," "Development Management," "International Development Cooperation," "Human Capital Development," "Socio- economic Development Theory," etc. as subjects corresponding to the various challenges faced by developing countries.</li> </ul>
Provide seminars for master's thesis preparation and English language improvement	<ul style="list-style-type: none"> <li>The university offer "Academic writing" to strengthen the ability to write papers and "Mathematics for Social Science" for improvement for mathematical ability.</li> <li>Proof reading and guidance by English instructors from English speaking countries is provided.</li> <li>Tutor works in order to support for research life.</li> </ul>
Obtain technical knowledge related to private sector development and learn concrete policy making skills	<ul style="list-style-type: none"> <li>In special seminars, faculty members and JDS candidates compare and study examples similar to research subjects, and professors instruct JDS fellows to improve their abilities of policy proposals and analyzes on development issues, including presentation skills.</li> <li>JDS fellows participate in lectures and seminars by experts from international organizations to deepen knowledge on fiscal and monetary policy, investment / trade policy, industrial policy, etc.</li> <li>Study tours to deepen the knowledge on "private sector development," visiting related companies / government agencies such as Toyota, Panasonic, Bank of Japan, Tokyo Stock Exchange, Tax College, etc.) are provided.</li> <li>JDS fellows conduct a field survey in the research area (National Institute of Statistics, Ministry of Economy and Finance, others)</li> </ul>
3) After return	
Utilize of knowledge and achievement.	The university provide seminars and symposiums for follow-up after returning home and network collaboration.

**Graduate School of International Relations, International University of Japan**

Target	Contents/ Programs to achieve target
4) Before arrival in Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan	To conduct courses on such subjects as Basic Mathematics, Basic Economics and Management in the summer prior to their enrollment.

5) During study in Japan	
Strengthen the capacity of planning and implementing of economic policy and development policy/public policy that support sustainable economic growth and poverty reduction achievement.	<ul style="list-style-type: none"> <li>• Provide practical coursework that fosters the theoretical knowledge with international standard and its applicability.</li> <li>• Obtain the technical knowledge to use the various computers software (STATA, EViews, Excel, LINDO, GAMS, GAUSS, etc.) that are necessary for quantitative analysis of development and economic policy issues through compulsory subjects and elective courses.</li> </ul>
To acquire the highly specialized knowledge, scientific analysis method and practical theory which has been necessary to achieve administrative and fiscal reform, improvement of administrative system.	
To acquire practical theory with special lectures, seminars, field trips.	<ul style="list-style-type: none"> <li>• 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>• Organize field trips to government organizations and private companies in Japan.</li> </ul>
To foster the ability to create high quality master's thesis which can endure publication	<ul style="list-style-type: none"> <li>• Provide environment that scholars can write a well-qualified master's thesis under the guidance of their academic supervisors.</li> <li>• Secure enough numbers of teaching assistance and tutors in order to support those scholars who lack of basic mathematical ability in the first year.</li> </ul>
6) After return	
Post-training and follow-up after returning Bangladesh	<ul style="list-style-type: none"> <li>• GSIR will provide JDS scholars 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 students, and new enrollees will also be held concurrently so that JDS scholars can enhance mutual understanding, share knowledge and experiences, and strengthen their network.</li> <li>• Possible cooperation from public organizations, joint research projects between graduates and faculty members will be facilitated.</li> </ul>

### Graduate School for International Development and Cooperation, Hiroshima University

Target	Contents/ Programs to achieve target
7) Before arrival in Japan	
Preliminary education for acquiring basics	The preliminary education is provided to strengthen JDS fellows' knowledge for their researches by communicating with their planned main supervisors before departure to Japan, and to establish an

	<p>advising team that will support their learning and research at the graduate level after coming to Japan. They are required to conduct self-study under the instruction of the main supervisors and submit reports on technical and policy issues and its measures via e-mail for preliminary supervisions.</p>
8) During study in Japan	
<p>Acquire practical knowledge related to the development policy and technology of economic infrastructure</p>	<ul style="list-style-type: none"> <li>• Hiroshima University offers an education program jointly organized by the Development Policy Course and the Development Technology Course. Although the JDS candidates will choose one of the courses, they are able to take any courses provided by this joint program.</li> <li>• Each of the JDS candidates is supervised by three faculty members: a main supervisor and two sub-supervisors. One of the two sub-supervisors is selected from another course.</li> <li>• JDS fellows learn practical knowledge from professionals or specialists from other universities or institutions through a variety of seminars. They participate in academic or international conferences.</li> </ul>
<p>Support for research by necessary materials and books</p>	<ul style="list-style-type: none"> <li>• To conduct researches smoothly, all JDS fellows are provided with specialized books, datasets, and/or other materials necessary for their research. In addition, spatial analysis software such as Arc GIS is also provided.</li> </ul>
<p>Development of knowledge to write a master's thesis in English</p>	<ul style="list-style-type: none"> <li>• Through special English language courses, "Graduate Writing I" and "Graduate Writing II.", JDS fellows can obtain essential skills in writing academic papers. In addition, they can utilize English proofreading by native speakers on their master theses.</li> </ul>
<p>Support for research by mentorship system</p>	<ul style="list-style-type: none"> <li>• Under Special Program, at least one Ph.D. student is assigned to every JDS fellow for two years (mentorship system).</li> <li>• JDS fellows are able to get appropriate advices and ample support on their research from the mentor whenever they want.</li> </ul>
9) After return	
<p>Utilize of knowledge and achievement.</p>	<p>Hiroshima University conducts a follow-up seminar in Cambodia within approximately one to two years after their graduation to see how they utilize the knowledge acquired in our course afterwards.</p>

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

1) Expenses for activities of Special Program provided by the accepting university before, during, and

after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home)

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

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

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

1 batch 6 fellows × 4 years = 24 fellows

From the year 2018 (Until 2020) : 6 fellows, From the year 2019 (Until 2021) : 6 fellows

From the year 2020 (Until 2022) : 6 fellows, From the year 2021 (Until 2023) : 6 fellows

#### **(7) Inputs from the Bangladesh 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 Bangladesh

2) Age: Below 40 years old as of April 1<sup>st</sup> in the year of dispatch (in principle)

3) Academic Background:

- Completed sixteen (16) years of school education with at least Bachelor's degree.
- At least two (2) First Division or equivalent with no Third Division

4) Work Experience:

- To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience at the time of application.
- To be a class-1 official of Bangladesh Bank for at least two (2) years of work experience at the time of application

5) Others

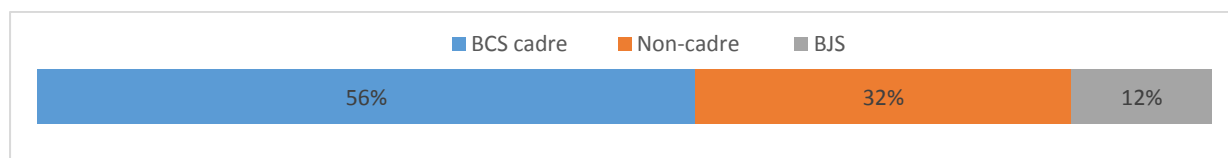
- Have a good command of both written and spoken English.  
IELTS 6.0, TOEFL-CBT 213, TOEFL-PBT 550 or higher is preferable.
- Must be mentally and physically in good health.
- A person falls under the following items is not eligible to apply:
  - Those who are currently awarded or scheduled to receive another scholarship.
  - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
  - Military personnel registered on the active list or person on alternative military service.

## Summary of the Result of Survey on Target Organizations

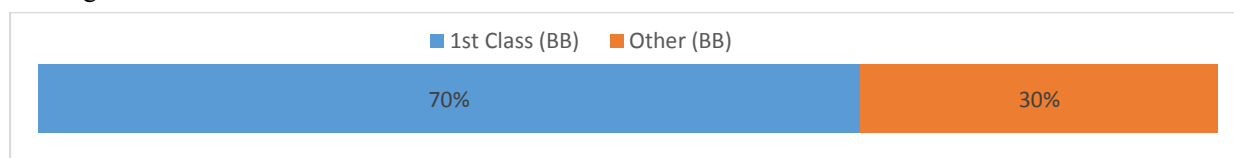
### Basic Information

B1. How many **full time staff** do you have in your organization?

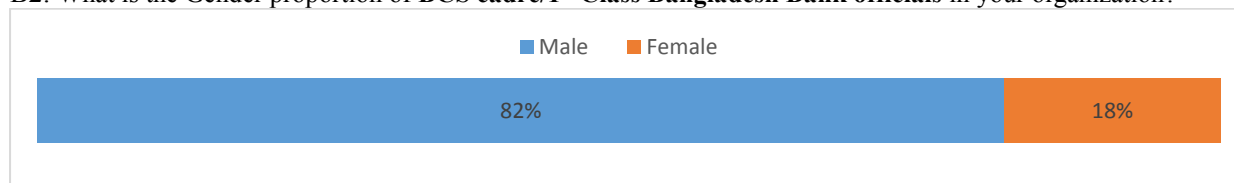
① BCS



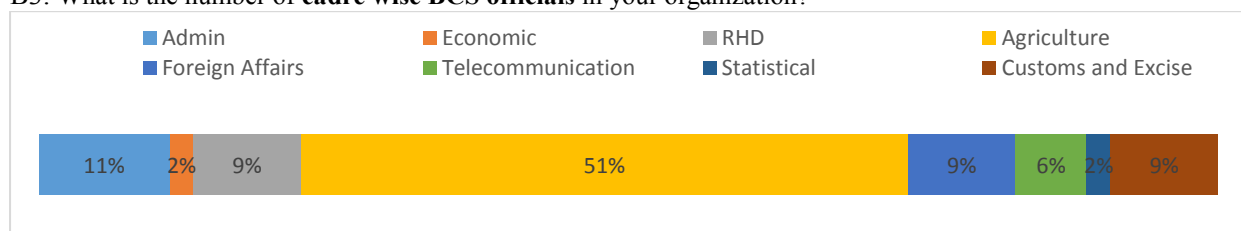
② Bangladesh Bank



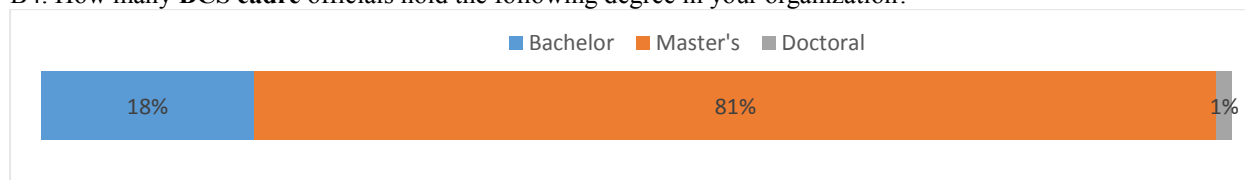
B2. What is the Gender proportion of **BCS cadre/1<sup>st</sup> Class Bangladesh Bank officials** in your organization?



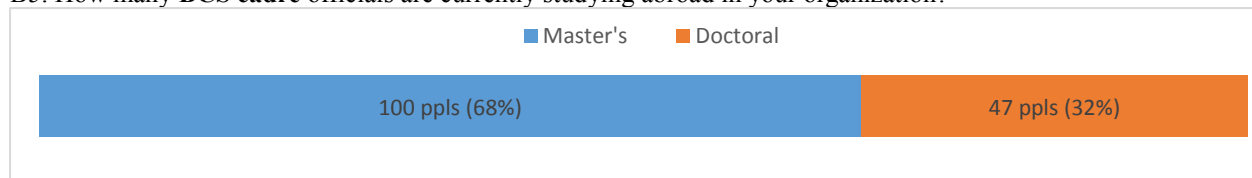
B3. What is the number of **cadre wise BCS officials** in your organization?



B4. How many **BCS cadre** officials hold the following degree in your organization?



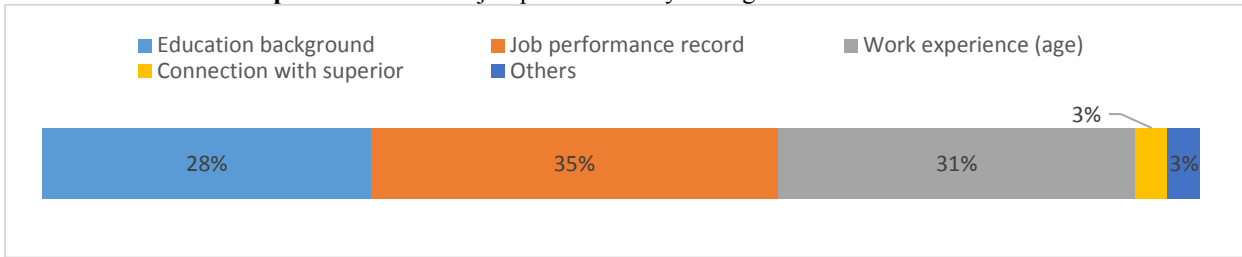
B5. How many **BCS cadre** officials are currently studying abroad in your organization?



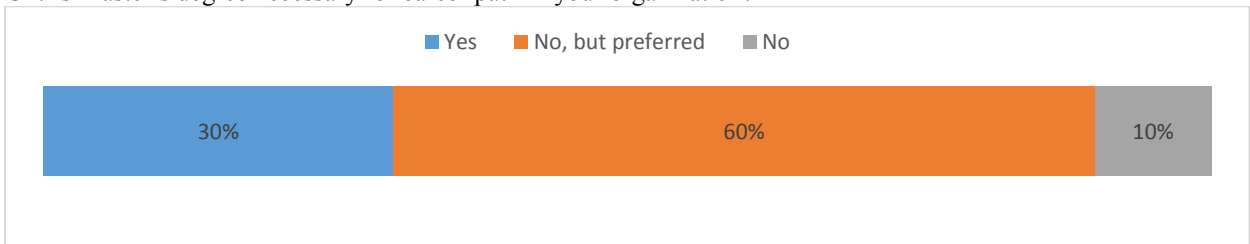


# Personnel System

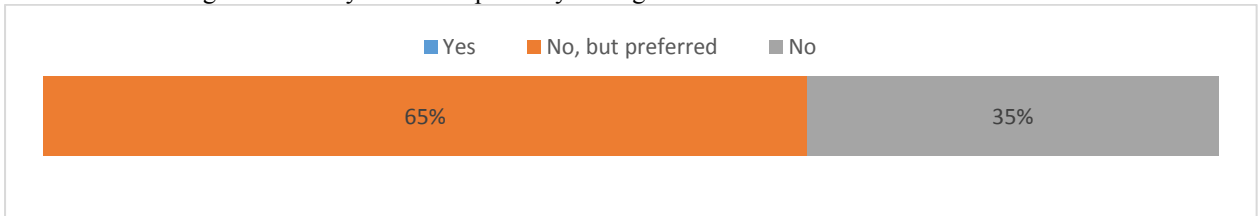
C1. What is the most important factor for job promotion in your organization?



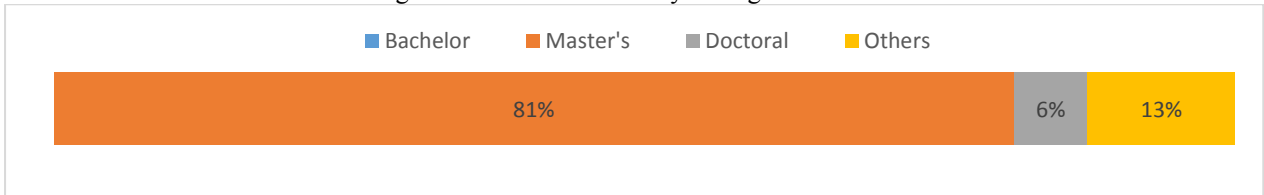
C2. Is Master's degree necessary for career path in your organization?



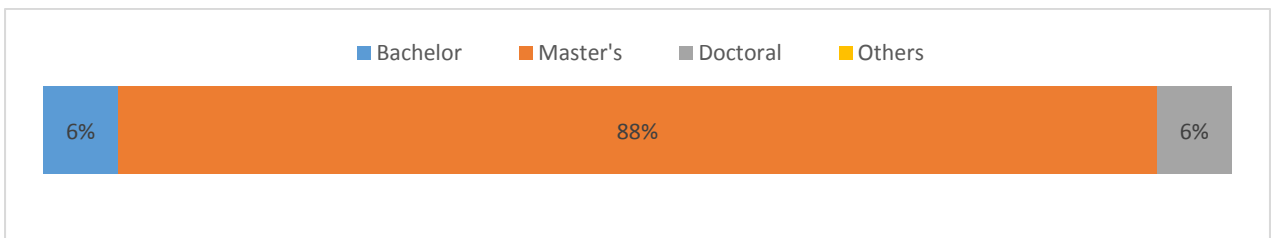
C3. Is Doctoral degree necessary for career path in your organization?



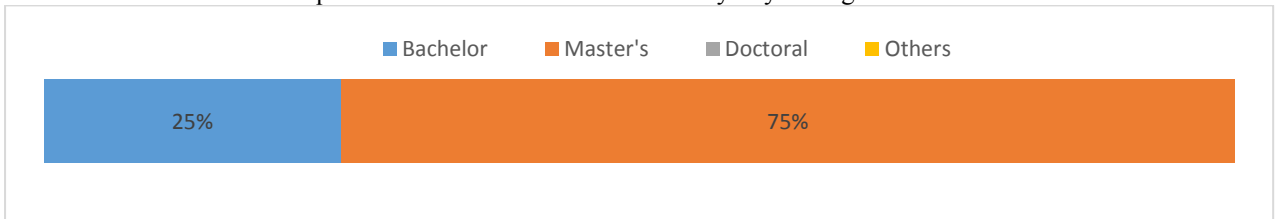
C4. What is the final education background of the Minister in your organization?



C5. What is the final education background of the Secretary in your organization?



C6. What is the educational qualification to be Additional Secretary in your organization?



## Needs for Human Resource Development

D1. Is there any Policy/ Strategy on Humana Resources Development in your organization?

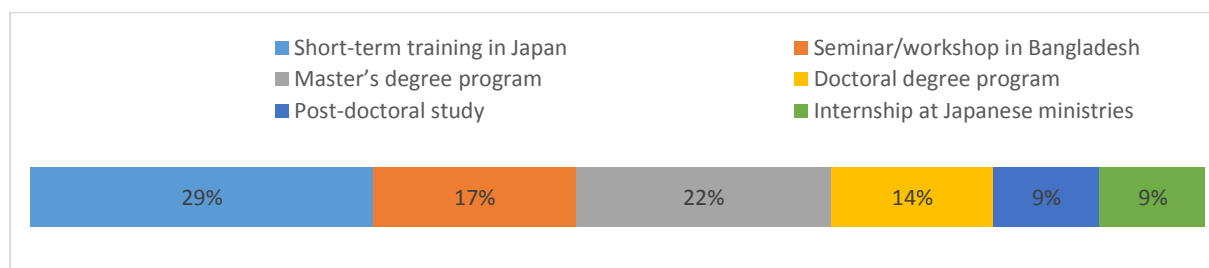


D2. How do your organization deal with Human Resources Development of your staff members?

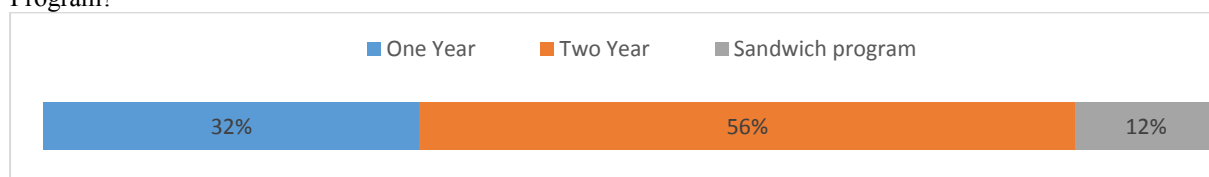
Sl	Organization	How does your organization deal with Human Resources Development of your staff members?
1	Bangladesh Bank	Equipped with higher studies both in local and abroad as well as provide both local and foreign training
2	Secondary and Higher Education Division	* Minimum 60 hours yearly training program * Specific course training * Motivational Training * File management training * Computer training * Value training etc.
3	Implementation Monitoring and Evaluation Division	By providing both local and foreign training and time to time arranging dissemination workshop. According to the Annual Performance Agreement (APA), IMED is committed to provide yearly 60 hours training to its every officer.
4	Law and Justice Division	1. Conducting training program 2. Allowing officers to take degrees from foreign universities.
5	Local Government Division	* Training (Internal and Foreign), * Seminar * Workshop * Horizontal Learning * Higher education (Master's and PhD)
6	Ministry of Commerce	Internal Training and 60 hour training for every officer in a year
7	Ministry of Foreign Affairs	By implementing Training and short course
8	Prime Minister's Office	Yes
9	Post and Telecommunications Division	By providing technical and administrative training
10	Roads and Highways Division	* Different training program organized with in RHD. * Sent to different training programme at different organization with in the country * Sent for different advance training abroad
11	Statistics and Informatics Division	Statistics and Informatics Division is an important part of the Ministry of Planning of the Government of the People's republic of Bangladesh. This organization emphasizes on basic trainings like On the job training (OJT), Overseas Training (OT), Training on Statistical applications and Analytical report writing, statistical software management to its employees. Officials with outstanding research capacity are highly appreciated and awarded in working section in several ways.
12	Ministry of Labor and Employment	By In-house Training and Send them to other recognize training institutions
13	Finance Division	Imparting Foreign and In-house training for the staff members to develop human resources.
14	Ministry of Defense	No Information

Sl	Organization	How does your organization deal with Human Resources Development of your staff members?
15	Ministry of Fisheries and Livestock	* Department provide in country and foreign training for its officials. It also facilitates study tour, exchange visit to aquatic resource centers, farms for exchanging views with the stakeholders. It helps officials to attend work-shop, seminar, symposium on fisheries and environmental issues. * The Department of Livestock Services have an Officer's Training Institute. Periodically this institute organized a several training program for our officials. Our officials sometime attend the training program organized by BPATC.
16	Ministry of Agriculture	*By conducting training need assessment and requirement of Government of Bangladesh. DAE organizes capacity building programmes for officials in-country and abroad. * 1) In-service training after recruitment 2) In house training 3) On a very limited basis training scholarship provided by different donor agencies on organizations.
17	Information and Communication Technology Division	1. Special Foundation Training Course 2. Technical Foundation Training Course 3. Some Short Course
18	Internal Resource Division	1. Local Training 2. Foreign Training 3. In-house Consultation 4. Follow-up Training 5. TOT Training 6. Fundamental/ Departmental Training 7. BPATC Training 8. Internal Training 9. Exposure Visit
19	Ministry of Chittagong Hill Tracts Affairs	Sending the staff members to local/foreign training institute for their professional development.
20	Ministry of Railways	Very much traditional. No specific HR Development Scheme.

D3. What type of training is mostly preferred in your organization? Please select the most preferred/needed training now with the current human resources in your organization versus working demand and human resource development plan.



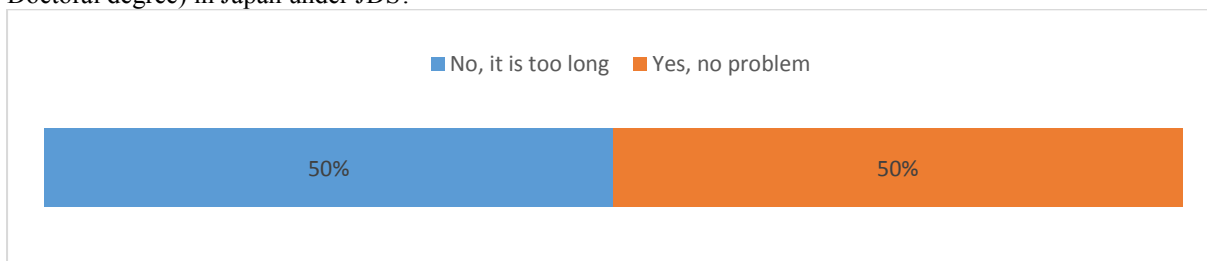
D4. Which type of training does your organization prefer to send your staff for Master's study under the JDS Program?



D5. JDS is planning to establish a doctoral degree program for those who obtained a master's degree under JDS and have a clear career plan to be a government leader in policy-making. If JDS starts the Doctoral degree program, will you nominate applicants from your organization?

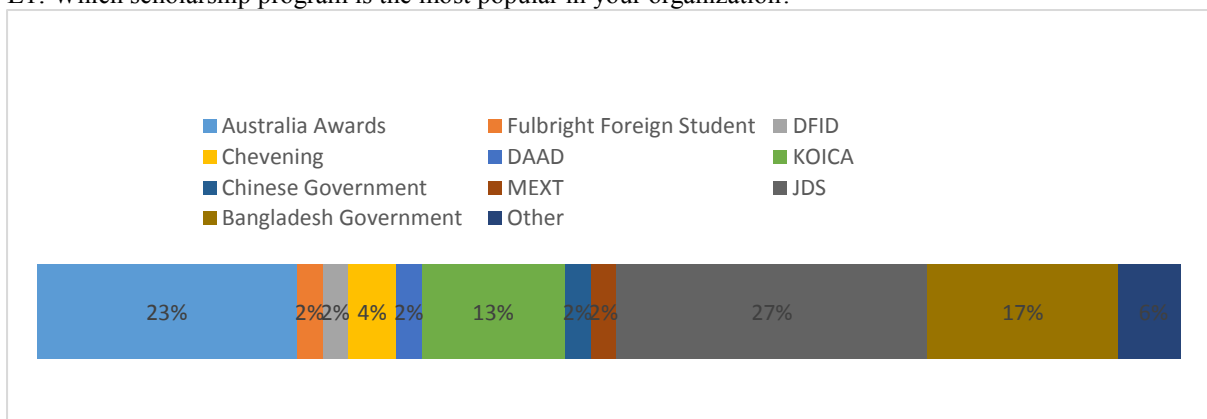


D6. Will your organization approve for your staff to continuously take five-year graduate program (Master and Doctoral degree) in Japan under JDS?



## Opportunities for Overseas Training Programs

E1. Which scholarship program is the most popular in your organization?



E2. How many staff member of your organization have obtained Master's degree under the following scholarship programs from 2002 to 2016?

