

Democratic Socialist Republic of Sri Lanka
Ministry of Finance,
Department of External Resources

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

Final Report

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Japan International Cooperation Agency (JICA)

Japan International Cooperation Center (JICE)

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SUMMARY

1. Summary of the Preparatory Survey

(1) Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 5,029 international students from a total of 18 countries since the first intake of international students in FY 2000 up to FY 2020¹.

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

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

Democratic Socialist Republic of Sri Lanka (hereinafter referred to as “Sri Lanka”) has been one of the target countries since 2009, the 11th year from the beginning of JDS, with 171 JDS fellows

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

² Basic Research Report on “Factor Analysis Concerning Results of the JDS Projects”, June 2015, International Development Center in Japan..

³ Basic Research Report on “JDS Effect Verification” February 2020, International Development Center in Japan.

dispatched to Japan from 2010 until 2020. Acceptance of JDS fellows in FY 2021 will mark the completion of sending JDS fellows in the present framework. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the policy of Japan's economic cooperation to Sri Lanka, relevant JICA programs, etc. in the formulation of the project based upon the needs of the Government of Sri Lanka.

(2) Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Sri Lanka and needs for human resource development, and formulate a framework for the next four batches starting in FY 2021 (dispatch in FY 2022).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

(3) Method of the Survey

A part of the preparatory survey, the field survey in Sri Lanka has been conducted from November to January 2021.

- November 2020 to January 2021: Field survey
 - (1) Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy for Sri Lanka and development needs of Sri Lanka
 - (2) Confirming the implementation structure of the project
 - (3) Selecting accepting universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
- January 2021: Drafting the basic plan for each Sub-Program/Component
- February 2021: Estimating the project scale

(4) Results of the Survey

① Project Design

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

The Framework of the JDS Project in Sri Lanka (from JDS fellows 2022 to 2025)

Sub-Program	Component		Accepting University	Graduate School	Provisional Slot
1. Building a Strong Base for Inclusive and Sustained Economic Growth	1-1. Public Policy Studies		Meiji University	Graduate School of Governance Studies	2
			International University of Japan	Graduate School of International Relations	2
	1-2. Economics	1-2-1. Macroeconomics Studies	International Christian University	Graduate School of Arts and Sciences	2
			Hiroshima University	Graduate School of Humanities and Social Sciences	2
		1-2-2. Public Finance and Investment Management	<u>Nagoya University</u>	<u>Graduate School of International Development</u>	2
		1-2-3. Industry Development Policy and Investment Promotion	International University of Japan	Graduate School of International Management	2
	1-3. Urban and Regional Development		University of Tsukuba	Graduate School of Science and Technology	2
			The University of Tokyo	School of Engineering	1

※The university underlined and in bold are accepting university that has been added from the next phase.

② Target Organizations

An agreement was made that the target organizations and groups decided by the first Operating Committee in 2020 will continue to be targeted. In addition, it was agreed that the target organizations and groups would be reviewed at the 1st Operating Committee if there was a desire to change them.

③ Doctoral Program

In the current phase, two slots from Sri Lanka are allocated for the doctoral scholarship under the JDS. The number of applicant for the current phase was not much, however it was confirmed that there was a high need for government officers, especially in economic sector to obtain a doctoral degree for proper policy formulation and management through a questionnaire to the Sri Lankan government agency, even though doctoral degree acquisition is not a requirement for promotion of government officers. Accordingly, it has been agreed that a maximum of two slots per year for the doctoral scholarship will remain in place.

④ The Operating Committee

In the field survey conducted in January 2021, it was confirmed that, as in the current phase⁴, 6 organizations will be responsible for the JDS Sri Lanka: four on the Sri Lanka side (Ministry of Finance - ERD, Ministry of Public Services, Provincial Councils and Local Government, Ministry of Education, Public Services Commission) and two Japanese organizations (Embassy of Japan in Sri Lanka and the JICA Sri Lanka office).

JDS Sri Lanka Operating Committee members

Country	Role	Member
Sri Lanka	Chair	Ministry of Finance - ERD
	Member	Ministry of Public Services, Provincial Councils and Local Government
	Member	Ministry of Education
	Member	Public Services Commission
Japan	Member	Embassy of Japan in Sri Lanka
	Member	JICA Sri Lanka Office

(5) Evaluation of Relevance of the JDS Project

In light of current conditions, issues, and the like concerning development planning and corresponding sectors in Sri Lanka, the consistency, etc. of the JDS project with development planning in Sri Lanka was analyzed. Priority assistance areas during the next phase of JDS project are positioned to contribute to achievement of the “National Policy Framework Vistas of Prosperity and Splendour (2020–2025),” which is a national strategy of the Government of Sri Lanka.

Moreover, according to the Country Development Cooperation Policy of the Democratic Socialist Republic of Sri Lanka formulated in January 2018, the basic policy for assistance is “Promoting quality growth considering inclusiveness”. Three priority assistance areas (i.e., Promotion of economic growth, Development of emerging regions, and Mitigation of vulnerabilities) have been established. In addition, the direction of cooperation in accordance with the aforementioned policy was analyzed in the Sri Lanka JICA Country Analysis Paper (March 2020). In order to respond to each development issue, the Project is positioned as a project that allows core human personnel with a central focus on each area to be developed and is matched with cooperation policies of the Government of Japan and JICA.

As discussed above, JDS Sri Lanka is an initiative that helps the country achieve the goals of its medium and long term goals for benefitting the development plan, since it is designed to develop human resources for state building in Sri Lanka. It is also highly relevant to the assistance policies of Japanese government for Sri Lanka; it complements technical cooperation, ODA loans, and

⁴ In this report, the preparatory survey conducted in 2009 and the acceptance of JDS fellows for the subsequent four batches are classified as “Phase 1”, “Phase 2”, and “Phase 3”.

other modalities in the cooperation programs for Sri Lanka for greater synergy.

2. Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Implementation Structure

At the Operating Committee during the next phase, ERD will take the initiative by continuing to act as chair. In Sri Lanka, since commencement of the Project in 2009, projects have been stably implemented with a central focus on ERD, which was an implementation institution for JDS project. Based on initiative by ERD, which functioned as a donor liaison office for economic cooperation of the Government of Sri Lanka and government official training projects, relevant projects were managed and JDS fellows were dispatched to Japan each year. In order to conduct activities for recruiting JDS fellows in a strategic manner, it is of importance to closely contact the Ministry of Public Services, Provincial Councils and Local Government having jurisdiction over the civil service system continuously as well as to lead to implementation of more effective recruitment activities.

(2) Target Group

As the number of development issues which require donors to deal with countries where JDS is being conducted is likely to decrease as target country developed, JDS basic research (FY2019) suggested that “JDS needs to be implemented with the focus of each target organization and human resources shifting based on the three stages of development.” Through the survey in question, the framework was reviewed and established based on the condition that officers (executive)⁵ who were influential for development issues in Sri Lanka would be main targets. As a result, the transition model proposed through fundamental research—that is, at the first stage (A)—targeting “fostering of public servants engaging in development issues” was determined to be shifted to the second stage (B): “development of civil service personnel who are influential for development issues.”

In the future, in the midst of implementation of projects during Phase 4, when reviewing future targets for further realization of project impacts, one proposal is to review shifting from the second stage (B) into the third stage (C). That is, in light of diplomatic effects, such review will be conducted taking into consideration of setting of framework in which targets are to be narrowed down.

⁵ In this report, Public Servants in Sri Lanka are classified into “officer (executive)” and “officer” (responsible for mainly assistant tasks). The “officers (executives)” are noted as above the grade III in the service category of the public service system of Sri Lanka.

(3) Formulation of Strategies for Recruitment and Screening with the Aim of Formation of Critical Mass⁶

Through the JDS project preparatory survey in question in FY2019 among 5 countries⁷, defining “formation of critical mass via JDS project” was attempted. The extent to which JDS returned fellows and became enrolled at each institution is applicable is determined by how influential they are in decision making at each institution. It was intended to obtain numeral information regarding this matter. Despite the fact that there remains room for discussion in the future, provisional desired values were set;” JDS returned fellows and are pro-Japanese persons will ideally account for 30% of organizational executive posts (with at least 20% achieved).”

Moreover, in Sri Lanka, analysis for formation of critical mass for each organization to which JDS fellows belong through use of the aforementioned analytical method was attempted. As a result, as described in “1-3-1. Administration in Sri Lanka,” based on the personnel system unique to Sri Lanka, SLAS elite officers transfer their posts within the Government of Sri Lanka and build their careers. Thus, it was revealed that it would be difficult to measure the critical mass of each organization.

Therefore, in order to review how critical mass is to be measured through a personnel system unique to Sri Lanka, typification was tried through use of a typification model created through fundamental research. As a result, it has been discovered that “Typification (4): Formation of cross-sectional critical mass at the country level due to the fact that graduates assume important positions in ministries and government offices” is matched with cases of Sri Lanka. On the other hand, when such typification is used, it is difficult to determine desired values (at least 20% achieved) from among the number of organizational executive posts. The percentage of international students to whom either SLAS, SLPS, or SLAcS is applicable among JDS fellows up to the time of May 2021 is 1.5% (about 130 persons) among all 8,300 officers (executive) in three service categories. Assuming this, one of the proposals is to aim at 3% over the next ten years (about 300 persons).

In addition, JDS Sri Lanka focuses upon the fact that pro-Japanese officers (executive) will cross-sectionally and collectively become more influential in core organizations of the Government of Sri Lanka. Moreover, follow-up activities will continue so that the network emerging after studying abroad will not be disrupted. This is a key factor. The JCP Program that the JICA Sri Lanka Office initiated in January 2021 is a successful example. It is important to proactively implement such activities.

⁶ For more information, refer to “1-1-1. Background of the Project” about the Critical mass (Groups that can be expected to have effect)

⁷ Conducted in Uzbekistan, Laos, Mongolia, Tajikistan and Myanmar.

(4) Method of Recruitment

Whether or not the global spread of COVID-19 since January 2020 will impact recruitment in 2021 and in the future as well cannot be predicted at the moment. However, in light of the then-current situation, it is necessary to review the following measures flexibly within the possible scope.

Furthermore, regarding public relation for recruitment, in order to promote JDS project branding, it is significant to demonstrate JDS strengths: (a) introduction of JDS returned fellows and actively play vigorous roles; (b) provision of opportunities for studying abroad for doctoral courses as well as those for studying for master's courses; and (c) a meticulous support system for assigning a person in charge of monitoring each fellow.

(5) Increasing of the Number of Applicants among the Tamils

According to the survey in question, an attempt to increase applicants among the Tamils was discussed with the Operating Committee Members. As a result, from the standpoint of reducing disparities among ethnicities, in order to increase applicants among the Tamils, it was confirmed that the Operating Committee Members demonstrated an intent to further augment recruitment recommendation through: (a) further enhancement of public relations in the northern and eastern areas in which the Tamils mainly reside; (b) improvement of the degree of recognition for JDS project among the Tamils; and (c) enhancement of recruitment recommendation through use of a tool for public relations in Tamil as well as in English and the Sinhalese language. They preferred the aforementioned methods in lieu of an approach for attempting to allocate desired value of the annual number of international students, the framework for studying abroad, etc. Opinions were obtained to the effect that expansion of websites in the Tamil language, etc. for drawing attention of the Tamils as well as dissemination of relevant information would be also necessary.

(6) Screening Method

As an issue for screening in Sri Lanka, in light of the personnel system for civil service in Sri Lanka (i.e., the personnel system for rotating of personnel in all ministries and government offices and local agencies in a cross-sectional manner), there were many research plans of candidates that were remotely related to service categories to which they belonged and that would not allow them to use research results in the future. Therefore, according to the survey in question, in relation to evaluation items conventionally used in a comprehensive interview (final examination) commonly shared through JDS project implementation in countries, review and improvement proposals were made in line with the purpose of JDS project and the personnel system of Sri Lanka⁸.

Furthermore, with the aim of accepting personnel whose outcomes from JDS fellows aboard can be maximized, the Investigation Team offered to the Operating Committee a proposal for

⁸ For more information on the proposal, refer to “2-4-2. Selection method”.

improvement of evaluation items. In this way, candidates who are quite eager to study in Japan can be screened for. Through creativeness of project administration customized in conformance with Sri Lanka as such, it is important to promote “fostering of pro-Japanese leaders” who take the initiative for solution of development issues in Sri Lanka, in lieu of a system for merely providing opportunities for studying abroad for an unspecified number of people.

(7) Collaboration with Other ODA Projects

Since JDS project is to be implemented as an ODA project, the JDS project does not focus upon individual scholarship programs. As is the case with other projects, the JDS project is based on “investment in development” related to contributions to prioritized areas of the Country Development Cooperation Policy in Sri Lanka. Based on this viewpoint, it is important to further collaborate with other ODA projects. That is, examples of such collaboration are familiarizing employees within the JICA Sri Lanka Office and specialists with the Project, recruitment recommendation for JDS project of competent Sri Lankan personnel, and proactive use of the network of alumni associations for JICA projects. In particular, in order to promote collaboration with technical cooperation projects that are being implemented, it is essential to set up opportunities for specialists who are being activated to directly discuss with JDS returned fellows as well as to share relevant close information with such specialists.

In addition, opportunities for Japanese corporations to invest in Sri Lanka are expanding. Therefore, creation of an environment and strategies that allow Japanese companies as well as parties associated with ODA projects to use JDS returned fellows by increasing opportunities for exchange with such persons should be reviewed. In this regard, while obtaining cooperation by the JETRO Colombo Office and the Japan-Sri Lanka Chamber of Commerce and Industry, it is important to proactively review the aforementioned creation of an environment and strategies among parties concerned with projects on the side of Japan in the future.

(8) Comparative Advantage over Scholarship Projects of Other Donors

In Sri Lanka, the Australia Awards Scholarship is run for a long time, and the scholarship project of the Korea International Cooperation Agency (KOICA) targeting government officers is the case with JDS project have been implemented as well. Through such projects, young officers (executive) from major ministries and offices have studied abroad. Under such circumstances, it is important to adopt a method for accepting international students that is unique to Japan, highlighting Japan’s attractiveness and characteristics. In this way, JDS project branding can be attempted and truly amicable relations should be constructed. It is significant to appeal the attractiveness of JDS project to competent potential candidates through emphasizing JDS project’s good points as its strengths.

(9) Points to Note Concerning the Doctoral Course Program

In Sri Lanka, since commencement of the doctoral course program in 2017, due to the maximum limit of the two-person framework above, competition rate is 1.3 every year. The application rate for doctoral degrees is low. On the other hand, the Government of Sri Lanka does not offer a number of scholarships for acquisition of doctoral degrees for employees of the Government of Sri Lanka. Therefore, JDS doctoral program has been recognized as an opportunity for valuable human development for the Government of Sri Lanka.

Against the backdrop of such situation, whether or not the method of screening for doctors by the Operating Committee in Sri Lanka is required and whether or not a two-person framework will be necessary during the next phase were confirmed. As a result, in relation to doctoral courses, there currently exists no personnel regulation within the Government of Sri Lanka to the effect that doctoral degrees are necessary for promotion. Despite such fact, in particular, it was confirmed that in order to conduct appropriate policy administration regarding economic policies, etc., strong needs exist for academic knowledge at a high level (i.e., doctoral degrees). Therefore, it has been determined that two personnel would be accepted continuously each year. At present, the number of applicants is low. However, it is important to further promote application for proactively securing competent candidates, including those who have experienced studying in Japan, as well as JDS returned fellows.

(10) Necessity for Added-value Programs

Many JDS fellows who are studying in Japan and returned fellows desire to undertake practical training through internships in government offices and corporations during a two-year stay in Japan. From the standpoint of improvement of abilities of JDS students, construction of human relationships that form foundations for superior bilateral relations, and differentiation from other scholarship programs, further progress should be made with efforts to expect the aforementioned added value.

Some universities accepting such JDS student implement short-term internship programs within corporations. Public relations for such good practice should be performed for other universities. At the same time, it is necessary to review a system that allows universities to implement such good practice as a comprehensive JDS policy, including use of special program expenses.

(11) Necessity of Mastering Japanese

Mastering Japanese is effective. In this way, it is possible to foster personnel who can understand with deep mind and spirit communication with Japanese people and can build a relationship as a bridge between Japan and Sri Lanka in the future. Therefore, there is a need to further enhance the content of Japanese lectures.

(12) Networking, Establishment of a Follow-up Scheme and Roles of Implementing Agent

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

In addition, as an implementing Agent, it is expected to function as a mediator between the JDS fellows and the Japanese ministries and agencies and the persons concerned with ODA.

(13) Impact of COVID-19

Due to the new coronavirus infection occurred in 2020, the preparatory survey was not conducted as planned. Two field surveys, in which the survey team was scheduled to have interviews with Sri Lankan government officers in Sri Lanka were not conducted. In addition, the number of applicants in fiscal year 2020, the final year of the current phase, was decreasing, and it is currently not possible to predict how it will affect JDS after the next phase. If the new coronavirus converges for a long time, it will be necessary to search for a way to study abroad adapted to the new environment, and it is necessary to pay close attention to changes in awareness of international students within the Sri Lankan government and trends of other donors in the implementation of their scholarship programs even after this survey.

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LIST OF ABBREVIATIONS

Abbreviation	Description
AKOFE	Alumni Association of KOICA Fellows in Sri Lanka
BOI	Board of Investment of Sri Lanka
E/N	Exchange of Notes
ERD	Ministry of Finance, Department of External Resources
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
IELTS	International English Language Testing System
IMF	International Monetary Fund
JAGAAS	Japanese Graduates' Alumni Association of Sri Lanka
JASSO	Japan Student Services Organization
JCAP	JICA Country Analysis Paper
JDS	The Project for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
JOCV	Japan Overseas Cooperation Volunteer
KOICA	Korea International Cooperation Agency
M/D	Minutes of Discussion
MEXT	Ministry of Education, Culture, Sports, Science and Technology
MFR	Ministry of Foreign Relations of Sri Lanka
MOFCOM	Ministry of Commerce of the People's Republic of China
NBRO	National Building Research Organization
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PSC	Public Service Commission
SDGs	Sustainable Development Goals
SLAS	Sri Lanka Administrative Service
SLIDA	The Sri Lanka Institute of Development Administration
SNS	Social Networking Services
TOEFL	Test of English as a Foreign Language

Remarks:

In this report, JDS project before introduction of the new system (system which accepts 4-batch fellows under the same field, Target Organization and Accepting University) is mentioned as “JDS old system”. In addition, the preparatory survey conducted in 2009 and the acceptance of JDS fellows for the subsequent four batches are classified as “Phase 1”, “Phase 2”, and “Phase 3”.

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

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

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid project conducted by Japan International Cooperation Agency (hereinafter referred to as “JICA”) that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government’s “100,000 International Students Plan.” The purpose of the JDS project is that “young government officers and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain master’s degrees and Ph.D. degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks.” The project has accepted 5,029 international students from a total of 18 countries since the first intake of international students in FY 2000 up to FY 20120.

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Ghana in Africa in FY 2012, to Nepal in FY 2016 and to Bhutan, Pakistan, and East Timor in FY 2019. At present, the project has 16 target countries. Indonesia left the JDS project, which was conducted by JICA in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS participants from China accepted in FY 2012⁹. From FY 2021, the JDS project will start to accept students from Maldives, Kenya and El Salvador.

Table 1: Number of JDS fellows dispatched (2000-2020)

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	17	17	16	16	361
2. Laos	20	20	20	20	20	20	25	25	25	20	20	19	20	20	20	20	22	22	22	22	22	442
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	470
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	62	63	61	700
5. Mongolia		20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	18	22	22	22	22	368
6. Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	30	33	33	32	426
7. Myanmar		14	19	20	20	30	30	30	30	30	22	22	22	22	44	44	44	44	48	48	48	605
8. China			42	43	41	43	47	47	48	45	39	35	-	-	-	-	-	-	-	-	-	430
9. Philippines			19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	20	21	21	21	382
10. Indonesia			30	30	30	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120
11. Kyrgyz								20	20	18	14	14	15	15	15	15	15	15	15	19	20	230
12. Tajikistan										3	5	5	5	5	5	5	5	8	8	8	13	75
13. Sri Lanka											15	15	15	15	15	15	15	15	17	17	17	171
14. Ghana													5	5	5	10	10	10	10	10	13	78
15. Nepal																	20	20	20	22	22	102
16. Timor-Leste																				8	8	16
17. Pakistan																				17	16	33
18. Bhutan																				10	10	20
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	281	321	360	367	5,029

⁹ After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

At first, intake plans for the various academic fields were made each year and human resources from both public and private sectors were accepted. Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, the target of the project is limited to government officers who are involved in the planning and implementation of policy in development issues. This system endeavors to select and focus Japanese government development aid through the JDS project by accepting international students in four batches in the same target area and from the same target organization and assigning them to the same accepting university. The system aims to form a “critical mass”¹⁰ with a group of JDS returned fellows in each government ministry and agency, so that JDS fellows will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting university for four years, the system plans to form networks between related organization in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

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

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the target countries¹¹, and proposed future project enforcement policies and strategies. In the FY2019 basic research, the average degree recipient rate of JDS fellows from all 13 countries surveyed was 98.7%, and the average government officer incumbent rate was still high at about 80%. In the questionnaire for returned fellows, it showed that the feelings of familiarity with Japan were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the intensifying competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

¹⁰ Critical mass refers to “a turning point where the penetration rate of products and services jumps at a stretch” in marketing.

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

Table 2: Recommendations from JICA basic research 2019 (source: JICA)

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

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

Table 3: Transition in the focus of HRD and the targets of JDS according to the developmental stage of the partner country

Assumed Stage of the Partner Country	A. Many development issues The framework in line with Japan's Country Development Cooperation Policy = Current JDS program	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in public service who address development issues (Responding to development issues)	Development of core human resources in public service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government officers who serve as a bridge between the partner country and Japan (Expected diplomatic benefits)
Targets of JDS	<ul style="list-style-type: none"> - Openly calling for applications - Young government officers (at government offices whose duties include policymaking and planning, as well as sectoral government offices), university faculty members 	<ul style="list-style-type: none"> - Calling for applications only from government offices or departments whose duties include policymaking and planning - Introducing a smaller slot or cost-sharing between the partner country and Japan - Designating target organizations or departments under the Japan special slot 	<ul style="list-style-type: none"> - Ministries, organizations, or departments agreed upon between the partner country and Japan - Cost-sharing agreed upon between the two countries

1-1-3. Outcomes and Issues Concerning Sri Lanka JDS Project

JDS Sri Lanka commenced in 2009. The project was targeted only to officers in four ministries¹² during Phase 1 at the time of commencement of the Project. However, since Phase 2 was implemented in 2013, both targeted areas and targeted institutions were increased. Targets were increased to comprise all officers and some semi government officers¹³.

In Phase 3¹⁴, which is currently being implemented, the targets are re-arranged and set as all officers (executives)¹⁵ and some semi government officers.

¹² Four ministries of the first phase (Ministry of Finance and Planning, Ministry of Public Administration and Home Affairs, Ministry of Economic Development, Ministry of Local Government and Provincial Councils) has been consolidated and names has changed.

¹³ "Semi Government organization" refers to government-affiliated organization such as NBRO, which is affiliated with the mother ministry and is managed and supervised by it.

¹⁴ Refers to the period from the recruitment selection, to returning of fellows coming to Japan from 2018 to 2021.

¹⁵ In the second phase, the target were officers (executives), although official were also able to apply. Therefore, in the third phase, the qualification was set as only the officers (executives) and some semi government officers can apply.

(1) Outcomes from Commencement of JDS Project to 2020

i) JDS Sri Lanka project goal achievement in light of quantitative outcomes and establishment of related evaluation

In Sri Lanka, since the project was commenced, from 2010 to 2020, 171 fellows including six doctoral study dispatched to Japan, 34 fellows are engaged in learning until May 2021, and 137 fellows received a degree and has returned home. Not a single JDS fellows has failed to complete a degree. Therefore, it can be said that “acquisition of knowledge in a specialized area,” one of the JDS project goals, is been achieved. Sri Lanka is a country in which the extent of positive change in the rate of incumbents (98.1%) and the rate of managerial positions is high. Therefore, Sri Lanka has an overall high degree of achievement, has been highly evaluated in fundamental research.

Moreover, the Project has been continuously running for over ten years. Due to this, in Sri Lanka, the recognition of JDS project is high, and is highly evaluated. The representative¹⁶ of the Government of Sri Lanka who visited Japan on a monitoring mission in 2019 expressed deep gratitude for JDS’s contribution to the fostering of government officers in Sri Lanka and commented that the continuation of the Project would be desirable.

According to the survey, the Government of Sri Lanka highly evaluated JDS project and noted that the two major training programs involving institutions of higher education for government officers are JDS project (Japan) and the Australia Awards Scholarship. In particular, it has been confirmed that JDS project has stably gained a high degree of recognition and been highly evaluated within the Government of Sri Lanka despite the short period of time (approximately ten years) since the commencement of the Project.

ii) Promotion of JDS returned fellows

Many JDS returned fellows have carried out promotion within the government and have vigorously played active roles in their own workplace. Since Sri Lanka has a seniority-based personnel system, it is true in general that personnel will be promoted after having worked for a certain period of time within the government. Thus, it is rare for participants to be highly promoted immediately after returning. However, the achievements of Mr. Gammeda Liyanage Wernon Perera, a 2nd-batch fellow, were recognized after he returned to Sri Lanka, and he advanced to the position of Additional Secretary (equivalent to the Director level) in the Special Grades, the highest class, according to the classification of government posts. He was then promoted to a position in the Presidential Secretariat of Sri Lanka in May 2021. Moreover, about 45% (60 fellows) have assumed positions at the director level or higher that requires master’s degrees.

¹⁶ Mr. Priyantha Rathnayake (former Director General of Ministry of Finance) , Ms. Samantha Senanayake (former Senior Assistant Secretary of Ministry of Public Services, Provincial Councils and Local Government) participated.

Table 4: Major JDS returned fellows who take active roles (as of May 2021)¹⁷

Batch	Name	University	Organization	Position	Occupation
1st	Mr. Kondasinghe Patabedhi Neidela Tharaka Niroshan Devapriya	Hiroshima University	Ministry of Education	Senior Assistant Secretary	SLAS
2nd	Mr. Gammeda Liyanage Wernon Perera	International University of Japan	Presidential Secretariat (Public Relation)	Additional Secretary	SLAS
5th	Ms. Wimalarathne Omali	National Graduate Institute for Policy Studies	Ministry of Education	Senior Assistant Secretary	SLAS
6th	Mr. Nanayakkara Priyanga Mapriya	National Graduate Institute for Policy Studies	Presidential Secretariat	Senior Assistant Secretary	SLAS

iii) JDS fellows vigorously playing active roles

Some JDS fellows support international cooperation programs n by the Government of Japan after returning home and contribute to enhancement of the bilateral relationship with the Government of Japan. Some JDS fellows vigorously play active roles in affiliated workplaces. Some JDS fellows have realized superior achievements while studying abroad.

Mr. Bandara K. Anusha Upul (Director, Industrial Services Bureau, North Western Provincial Council), a 1st-batch fellow who visited Japan in 2010, has had many opportunities to work with Japanese companies in his operations after studying abroad through JDS project. He was involved in various JICA projects in the past as well. As one example, he is involved in ex-post evaluation for JICA’s Upper Kotmale Hydro Power Project, as a provincial counterpart representative.

Mr. Arandarage Mayura Prasad Arandara (Commissioner of Corporative Development, Sabaragamuwa Provincial Council), a 4th-batch fellow who visited Japan in 2013, vigorously played an active role in leadership related to the distribution of goods by the government in Sabaragamuwa Province. This province had financial difficulties due to a shortage of goods due to the impact of COVID-19 in March 2020. Such activities were extensively noted by the local TV programs.

Ms. Himali Rathnaweera (Divisional Secretary, Divisional Secretariat of Baddegama, Ministry of Home Affairs), a 5th-batch fellow who visited Japan in 2014, was selected from among 100 or more candidates and won the “Integrity ICON 2020”¹⁸ prize. This prize was given to her in January 2021 as a person whose performance and loyalty as a government official was highly evaluated by citizens.

¹⁷ Among the Service Categories of JDS returned fellows who have been highly promoted, many are from the Sri Lanka Administrative Services (SLAS), who are in charge of policy making among Sri Lankan administrative officers. Future leaders, including SLAS, account for about 75% of Sri Lanka’s JDS fellows, and are also expected to be promoted to such as secretary in the future.

¹⁸ Contest sponsored by Transparency International (International NGO), screens candidates according to the standards of the NGO. An activity that is internationally recognized as a movement to celebrate, encourage, and connect public servants who show exemplary integrity at work as a symbol (icon) of sincere public servants.

In addition, there are more JDS fellows with excellent academic results at graduate schools than there are such fellows from other foreign countries. There are JDS fellows, etc. who have earned the following honors: representative of the graduates (4th-bath fellow) of International University of Japan, the Best Researcher Award (7th-bath fellow) of the University of Tokyo, and the Hiroshima University Excellent Student Scholarship (10th-bath fellow).

(2) Issues from Commencement of JDS project until 2020

i) Follow-ups for JDS returned fellows

A problem related to JDS project was that follow-up activities for the time after JDS fellows had returned home had not been proactively deployed until Phase 2. Therefore, during the current phase, the following trial programs were performed, aiming at activation of such follow-ups activities. The opportunity for JDS returned fellows to get together at a farewell party in 2017 was provided. Moreover, when the opportunity to take part in promotion seminar in 2019 was provided, meetings for JDS returned fellows who now lived in local regions were held at various locations. However, even now, neither formulation of systematic follow-up policies that are suitable for Sri Lanka nor creation of alumni associations have taken place.

Therefore, consultation on effective follow-ups with the JICA Sri Lanka Office has continued to date. Moreover, in light of needs of JDS returned fellows, the JICA Sri Lanka Office has reviewed a follow-up plan in which budgets are used for activities that allow the network of JDS returned fellows to become firm rather than establishing alumni associations, starting from 2021.

On the other hand, due to impact of COVID-19 as well as the Sri Lanka Easter bombings in April 2019, local follow-up activities have been halted. Looking ahead to “With CORONA” and “After CORONA,” while using new tools, it is necessary to review and propose a specific follow-up plan, such as one involving online events.

ii) Reducing disparities between urban cities and local areas as well as among ethnicities

One of issues in Sri Lanka is reducing social and economic disparities between urban cities and local areas. How successful candidates from local areas should be increased has been a major topic for the Operating Committee. As a result of efforts to increase the number of candidates in local areas during the current phase, half or more of all candidates are from such locations. As can be seen by this fact, understanding of JDS project has deepened in local areas. On the other hand, despite the fact that candidates from local areas have been recruited, the percentage of successful candidates remains at about 40%. Candidates from local areas are in a disadvantageous position based on the quantity of information available to them and preparation for interviews compared with candidates in urban cities. Therefore, in order to increase the percentage of successful candidates from local areas, it is necessary to review and implement various methods and use creativity (e.g., guidance for creation of research plans and interviews) in providing assistance during the interview phase in the next phase.

Moreover, the Operating Committee Members from Sri Lanka is wishing to increase the number of applicant of Tamil officers (executive) in order to reduce disparities among ethnicities. However, even during Phase 3, the majority of the applicants and successful candidates were Sinhalese people. Many of the Tamils reside in the northern and eastern areas such as the Jaffna District. However, the civil war that continued for 26 years until 2009 took place mainly in the northern and eastern areas. Therefore, it was difficult for Tamils in their 20s through 40s targeted by JDS project to obtain education due to the impact of the civil war. They account for 11%¹⁹ of all government employees including semi government employees, which is a low figure. Therefore, the number of the Tamil officers (executive) is highly likely to be even lower than the aforementioned figure.

iii) Deployment of JDS returned fellows

JDS returned fellows have pointed out that they have not been assigned to departments that allow them to use the knowledge from the specialized fields that they acquired while studying abroad. In Sri Lanka, many JDS returned fellows undertake three types of occupations (i.e., SLAS, SLPS, and SLAcS²⁰) that involve policy making, administration, and management as generalists among officers (executive). They account for about 75% of all JDS fellows. Based on the personnel system for public servants in Sri Lanka (which is a rotating personnel system), officers (executive) to which the aforementioned types of occupation are applicable tend to be promoted as future leaders by transferring to different ministries and government offices every few years. It is necessary to propose to the Sri Lanka side that in personnel assignment, they should consider the benefits of utilizing the knowledge gained while studying abroad and undertake follow-ups activities.

iv) Change to the basic framework for JDS Sri Lanka project

The fundamental research implemented in 2019 proposed changing the basic project framework as an entry and exit strategy. The basic framework up to Phase 3 in Sri Lanka is the “framework in line with the Country Development Cooperation Policy for the Democratic Socialist Republic of Sri Lanka.” However, Sri Lanka became a semi-developed country in 2019. It is assumed that the more income improves in the future, the number of development issues will decrease and the quality will change. Therefore, it is necessary to review the future project direction through the survey in question.

¹⁹ The Census of Public and Semi Government Sector Employment – 2016 , Ministry of National Policies and Economic Affairs of the Democratic Socialist Republic of Sri Lanka

²⁰ Sri Lanka Administrative Service (SLAS)、 Sri Lanka Planning Service (SLPS)、 Sri Lanka Accountants’ Service (SLAcS).

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

(1) Socio-economic situation²¹

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

The population is approximately 21,030,000 consisting of the following ethnic groups: Sinhalese (74.9%), Tamils (15.3%), and Sri

Lankan Moors (9.3%). Official languages are Sinhalese and Tamil, and English is also widely used. Buddhists account for 70.1% of the population; Hindus, 12.0%; Muslims, 9.7%; and Roman Catholics, 7.6%. The land area is approximately 65,000 square kilometers (80% of the Hokkaido's land area).

Sri Lanka was in a long civil war for the 26 years from 1983 to 2009 between the government and the Liberation Tigers of Tamil Eelam (LTTE), an armed opposition group demanding the independence of the northern and eastern regions. The civil war ended in May 2009 when the government army defeated the LTTE. President Mahinda Rajapaksa, who took the control of the government in 2005 and played a key role in ending the civil war, pushed ahead the reconstruction from the civil war. President Gotabaya Rajapaksa, has moved ahead with infrastructure construction, such as for ports, harbors, and airports, with assistance from China. This development has mainly taken place in the southern part of Sri Lanka, where he is from. However, in Sri Lanka's presidential election of January 2015, Pallewatte Gamaralalage Maithripala Yapa Sirisena (the former Minister of Health), the opposition coalition's "common candidate," was the victor. He established a central administration with United National Party.

In November 2019, H.E. the five-year presidential term of Mr. Maithripala Sirisena, President of the Democratic Socialist Republic of Sri Lanka, expired. Accompanying such expiration, Sri Lanka's presidential election was held and H.E. Mr. Gotabaya Rajapaksa, a candidate from the Sri Lanka People's Front, was elected. When establishing the new administration, the former President of Sri Lanka, Mr. Mahinda Rajapaksa, who is an actual brother of the President, assumed the position of Prime Minister. In August 2020, a general election was held. The Sri Lanka People's Front won the election by a remarkable majority and Hon. Mr. Mahinda Rajapaksa, Prime Minister of the Democratic Socialist Republic of Sri Lanka, reentered office.

The GDP growth rate after the conclusion of the civil war, in 2012 the increase rate reached the

Sri Lanka Economic Outlook

- GDP: 84.0 billion USD (2019, Central bank of Sri Lanka)
- GDP per capita: 3,852 USD (2019, Central bank of Sri Lanka)
- GDP growth rate: 2.3% (2019)
- Major Industry: Agriculture (tea, rubber, coconut rice), textile

(Source: Ministry of Foreign affairs of Japan)

²¹ Ministry of Foreign Affairs of Japan (<http://www.mofa.go.jp/mofaj/area/srilanka/data.html>) (Reference as of March 8, 2021)

highest of 9.1%. Gross National Income (GNI) per capita increased from 2,010 U.S. dollars (2009) to 4,020 U.S. dollars (2019)^{22,23}. The World Bank classifies Sri Lanka as a lower-middle income economy²⁴. Looking at GDP, the service sector, exemplified by the sightseeing business, wholesale business, and retail business, accounts for 60%. The figure for manufacturing industry is 20%, and agriculture accounts for 10%²⁵. This situation has continued over a long period of time. Advanced industrial structure progress has not been made, and the main structure which depends upon sewing products and red tea as export items, has not changed.

Sightseeing is one of main industries. The number of overseas tourists increased after the conclusion of the conflict and exceeded 2,000,000 persons in 2016. Despite this fact, in response to the impact of the Sri Lanka Easter bombings in April 2019, the number of overseas tourists decreased dramatically for a certain period of time. However, Sri Lanka rapidly recovered, and about 1,910,000 persons visited during 2019.

The Statistical Bureau of Sri Lanka announced in March 2021, that the growth rate of GDP for year 2020 was decrease by 3.6 %. The main factor of the negative growth is said to be the economic impact due to the spread of COVID-19²⁶.

The highest-ranked export trading partners are the U.S. (26.3%), the United Kingdom (8.4%), and India (6.4%). The highest-ranked import trading partners are China (20.2%), India (19.6%), the United Arab Emirates (8.4%), Singapore (4.8%), and Japan (4.4%). The highest-ranked major donor countries are China (40%), Japan (11%), and France (4%).

(2) Situation of higher education

Sri Lanka had the literacy rate of 92.5% (Male: 93.4%, Female: 91.6%) in 2018²⁷, which were outstandingly high in comparison with neighboring countries. The Sri Lankan school education system consists of five years of elementary school, four years of lower secondary school, two years of upper secondary school, two years of high school, and three to four years of university. Compulsory education covers children aged 5 to 14 (9th-grade) who graduate from lower secondary schools. Eleventh-grade students graduating from upper secondary schools will be eligible for enrollment in high schools if they pass the General Certificate of Education (GCE)/O²⁸ level test. After that, students will be eligible for enrollment in universities if they pass the GCE/A level test. Public schools, including universities, are free of charge.

Sri Lanka has 15 national universities, 18 higher education institutions (including graduate

²² World Bank (<https://data.worldbank.org/country/sri-lanka>)(Reference as of June 7, 2021)

²³ In July 2020, Sri Lanka has been downgraded to Lower Middle income country (1,036-4,045 Dollar) from Upper Middle income country (4,046-12,535 Dollars) by the World Bank.

²⁴ World Bank (<https://www.worldbank.org/en/country/srilanka/overview>) (Reference as of March 8, 2021)

²⁵ The World Fact Book (<https://www.cia.gov/the-world-factbook/countries/sri-lanka/#economy>)

²⁶ JETRO (<https://www.jetro.go.jp/biznews/2021/03/9d385fcb08c6ed94.html>)(Reference as of March8,2021)

²⁷ Central Bank of Sri Lanka, Annual Report 2019

²⁸ General Certificate of Education (GCE) is a certificate of education given by test institutions located in the U.K. and some countries formally colonized by the U.K. (including Sri Lanka). GCE has levels O and A.

schools), and three university branches²⁹ established based on a congressional law. There are also five universities under the jurisdiction of ministries, as well as some foreign university branches established under the approval of Board of Investment of Sri Lanka. The rate of enrollment in higher education in 2018 was 19.6%, well below the average enrollment rates of upper-middle income countries (53.0%) and low-income countries (24.8%), respectively³⁰.

The issue of the Sri Lankan university system is that many students eligible for enrollment cannot actually enter universities because of facility, budget, and other issues affected by the limited number of universities. In 2019, 62.87% of applicants passed the GCE/A level test, but only 18.98% (31,881 students) actually entered universities (Male: 36.0%, Female: 64.0%)³¹. The percentage of people who enters universities is 7.8% among all people aged 19 to 23. The number of students are increasing but these data show how competitive the admission to university is.

The total number of students at national universities in 2019 is 126,109 (including 25,165 at the Open University of Sri Lanka). Sri Lanka's educational challenges remain high in literacy compared to its neighbor countries, but still lag behind in innovation and competitiveness, which are core factors for accelerating economic growth³². In particular, the workforce with advanced skills in science, technology, engineering and mathematics (STEM) is not sufficient³³. Looking at 31,881 university enrollees in 2019 by major, the Humanities fields are accounted for the largest percentage at 32.6%, Biological Sciences 22.0%, Commerce/ Business Administration 18.8%, and Physical Sciences 17.9%. The percentage of female enrollees is 64.0%, which is higher than that of males. In particular, in the Humanities fields, females are accounted for 83.6% and the Biological Sciences 69.1%³⁴.

The number of graduate school graduates in 2019 was 9,991 (Master 51.7%, Post Graduate Diploma 39.8%, MD 4.9%, MPhil 1.9%, PhD 1.7%), of which the number of female graduates was 5,640 (56.4%). The number of female students who entered and graduated universities was larger than that of male. The percentage of female graduate school graduates was high in pedagogics (70.8%) and agriculture (62.5%)³⁵.

²⁹ Sri Lankan Economy after Civil War, compiled by IDE-JETRO and Etsuyo Arai, March 2016

³⁰ Central Bank of Sri Lanka, Annual Report 2019

³¹ University Grants Commission, Sri Lanka University Statistics 2019

³² Central Bank of Sri Lanka, Annual Report 2019

³³ Central Bank of Sri Lanka, Annual Report 2019

³⁴ University Grants Commission, Sri Lanka University Statistics 2019

³⁵ University Grants Commission, Sri Lanka University Statistics 2019

Table 5: Postgraduate output 2019³⁶

Total Graduate (Bachelor Degree) 2019			
	Female	Total	Average(%)
Arts	7,603	9,380	81.06%
Education	171	185	92.43%
Management & Commerce	3,620	5,445	66.48%
Law	472	767	61.54%
Medicine	747	1,188	62.88%
Dental Science	45	87	51.72%
Vet. Science	40	54	74.07%
Agriculture	627	920	68.15%
Engineering	326	1,026	31.77%
Architecture	97	242	40.08%
Computer Science	575	1,210	47.52%
Allid Health Science	595	745	79.87%
Science	2,081	3,393	61.33%
Indigenous Medicine	193	248	77.82%
Total	17,192	24,890	69.07%

Total Postgraduate 2019			
	Female	Total	Average(%)
Arts	1,224	2,076	58.96%
Education	2,243	3,165	70.87%
Management & Commerce	745	1,715	43.44%
Law	103	177	58.19%
Medicine, Dental & Allied Health Sc.	434	873	49.71%
Vet. Science	12	28	42.86%
Agriculture	155	248	62.50%
Engineering	99	415	23.86%
Architecture	34	64	53.13%
Science/IT	581	1,199	48.46%
Indigenous Medicine	10	31	32.26%
Total	5,640	9,991	56.45%

The overall unemployment rate of Sri Lanka was 4.8% (Male: 3.3%, Female: 7.4%) in 2019, but the unemployment rate was extremely high at 21.5% (Male 17.6%, Female 28.7%) among people aged 15 to 24. Even more, according to the data by academic background, the unemployment rate of people qualified at GCE/A level or more was the highest at 8.5% (Male: 5.0%, Female 11.9%)³⁷, and the high unemployment rate of the highly-educated youth has become a big issue.

Educational spending as a percentage of GDP was 2.4% in 1990, and continuously decreased to 2.1% in 2009, 1.8% in 2011, 1.6% in 2013 and 1.9% in 2019³⁸, which was low in comparison with other countries. The allocation to the Ministry of Education in 2019 was 185.1 billion rupees³⁹, and efforts are being made to strengthen the infrastructure and human resources for the education system⁴⁰. In a speech on financial matters in 2019, the Ministry of Finance announced that it would invest 100 million rupees to improve the infrastructure of existing universities and establish a university specializing in specific fields where there is a high demand for employment opportunities in order to expand university education opportunities⁴¹.

1-1-5. Development Plan of Sri Lanka

An economic growth strategy for the 10 years from 2006 to 2016, titled “Mahinda Chintana - Vision for a New Sri Lanka, A Ten Year Horizon Development Framework (2006-2016),” was formulated based on public pledges shown by President Rajapaksa in the 2005 presidential election. More specifically, the strategy included resolution of the civil war, large-scale

³⁶ University Grants Commission, Sri Lanka University Statistics 2019

³⁷ Department of Census and Statistics, Sri Lanka Labor Force Survey, Annual Report 2019

³⁸ Central Bank of Sri Lanka, Annual Report 2019

³⁹ Minister of Finance, Fiscal Management Report 2020–21

⁴⁰ Central Bank of Sri Lanka, Annual Report 2019

⁴¹ Budget Speech 2021 (Ministry of Finance - Sri Lanka (treasury.gov.lk) (Reference as of March 14, 2021)

development of infrastructure (electricity, ports, airports, clean water facilities, irrigation, roads, and transportation), stimulation of agriculture, and reinforcement of corporate and public services. The Sri Lankan government included the following goals to be accomplished by 2009: Achievement of about 6% of economic growth, increase in GDP per capita from US\$1,062 in 2004 to US\$2,053 in 2009, improvement of the unemployment rate from 7.4% in 2005 to 5% in 2009, as well as improvement of school enrollment rate from 95% to 98%, literacy rate from 95% to 97%, computer literacy from 10% to 20%, and female workers' rate from 32.6% to 34.3% during the period from 2005 to 2009⁴².

After that, the revised version titled "Mahinda Chintana - Vision for the Future, The Development Policy Framework" was formulated in 2010. The revised version included achievement of eco-friendly economy and speedy development, realization of stable economy ensuring high-quality life and access to electricity, water, schools, and health facilities, reinforcement of a position as an emerging market economy country, integration to global economy, and improvement of international competitiveness. Goals were set as follows to achieve Millennium Development Goals (MDGs): Eliminating starvation and extreme poverty, promoting secondary education to all people, reducing rate of malnourished children by 12-15% from one third, etc. Furthermore, the following numerical goals were set: Achieving the economic growth of 8% or more, doubling GDP per capita to US\$4,000 by 2016, reducing the rate of employment rate in agricultural villages from two third to half, increasing the rate of the urban population from one fourth to one third, etc.⁴³.

Pallewatte Gamaralalage Maithripala Yapa Sirisena, the opposition coalition's "common candidate," achieved victory in Sri Lanka's presidential election of January 2015. According to the November 2015 economic policy speech given by the Honourable Ranil Wickremesinghe, Prime Minister of the Democratic Socialist Republic of Sri Lanka, important issues to be tackled in the medium term were: (a) creation of employment for 1,000,000 persons; (b) improvement of the income level; (c) development of rural society and economics; (d) granting ownership in land to rural society, real estate sectors, the middle class, and public servants; and (e) creation of a highly robust middle class⁴⁴. The aforementioned administration announced a national economic development plan titled "Vision 2025: Sri Lanka's Path to Prosperity"⁴⁵ in October 2017. According to this development plan set forth in writing by H.E. Mr. Maithripala Sirisena, President of the Democratic Socialist Republic of Sri Lanka, for the first time after the inauguration of his administration, nine goals, including a "plan for large economic corridor

⁴² Ministry of Finance and Planning, Sri Lanka, Mahinda Chintana - Vision for the Future, The Development Policy Framework

⁴³ Ditto, Mahinda Chintana

⁴⁴ NEWS.LK, The Official Government News Portal of Sri Lanka (<http://www.news.lk/features/item/10674-economic-policy-statement-made-by-prime-minister-ranil-wickremesinghe-in-parliament>)(Reference as of March 17, 2021)

⁴⁵ Vision 2025 (https://www.news.lk/images/pdf/2017/sep/Vision_2025_English.pdf) (Reference as of March 17, 2021)

linking regions,” serve as principal pillars.

In the “Sustainable Sri Lanka 2030 Vision and Strategic Path”⁴⁶ announced in August 2019, it was demonstrated that an aim was for Sri Lanka to be a sustainable world leader by following the “Balanced inclusive green growth (BIGG)” path by 2030.

In November 2019, H.E. Mr. Gotabaya Rajapaksa, a candidate from the Sri Lanka People’s Front (SLPP), won Sri Lanka’s presidential election, which accompanied the end of the term of office of H.E. Mr. Maithripala Sirisena as President of the Democratic Socialist Republic of Sri Lanka. The former President of Sri Lanka, Mr. Mahinda Rajapaksa, assumed the position of Prime Minister in the new administration. In August 2020, a general election took place, the Sri Lanka People’s Front (SLPP) won the election with an enormous majority, and Hon. Mr. Mahinda Rajapaksa, Prime Minister of the Democratic Socialist Republic of Sri Lanka, reassumed office. The new administration has put forth ten key policies in “National Policy Framework Vistas of Prosperity and Splendour (2020-2025)”: (a) Priority to National Security; (b) Friendly, Non-aligned, Foreign Policy; (c) An Administration free from corruption; (d) New Constitution that fulfills the People’s wishes; (e) Productive Citizenry and a vibrant Human resource; (f) People Centric Economic Development; (g) Technology Based Society; (h) Development of Physical Resources; (i) Sustainable Environmental Management; and (j) Disciplined, Law Abiding, and values based society⁴⁷.

1-2. Background of the Project

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

The Country Development Cooperation Policy for the Democratic Socialist Republic of Sri Lanka of the Government of Japan (January 2018) established three priority areas (promoting quality growth, development cooperation for inclusive growth, and mitigating vulnerability), and human development in these areas would be encouraged. JDS contributes to enhancement of physical, institutional, and human connectivity among Sri Lanka, the Government of Japan, and all countries within the region, in light of the Free and Open Indo-Pacific (FOIP), which is a main diplomatic policy set forth by the Government of Japan.

Based on the above background, in the view of the importance of the JDS project implemented since FY 2010, a request was made for the acceptance plan for the 4 batches of the project from FY 2022 from the Government of Sri Lanka to the Government of Japan. It is expected that the

⁴⁶ President Office (<http://www.presidentsoffice.gov.lk/wp-content/uploads/2019/05/Final-v2.4-Typeset-MM-v12F-Cov3.pdf>) (Reference as of March 17, 2021)

⁴⁷ Ministry of Finance(<https://www.treasury.gov.lk/national-policy>) (Reference as of March 23, 2021)

project will contribute to strengthening administrative organizations and solving development issues through training of officers (executive) by this project.

1-3. Government Officers' Career Path and the Status of Human Resources Development

1-3-1. Public Service System

(1) Sri Lankan administrative and public service system

Sri Lanka's national mechanism is headed by President, followed by Prime Minister and the Cabinet, under which a total of 50 ministries and 10 committees are established. As local administrative boundaries, Sri Lanka's land is divided into 9 provinces and 25 districts. Each district is further divided into divisions called Divisional Secretariat, and there are a total of 332 divisions in Sri Lanka. Officers (executives) are dispatched from the central government to the division level, and assigned to Divisional Secretary or other important posts in local administration, playing a key role in formulating and implementing local policies. As for JDS, some candidates apply not only from central ministries but also from officers in the local administration posts.

Policies related to Sri Lankan administration and public service are formulated by Ministry of Public Administration and Management, and issued by the Cabinet in the same way as other policies. Recruitment, appointment, transfer, promotion, discipline control, etc., for officers (executives), which refer to administrative officers as senior level officers of government, are appointed by Public Service Commission (PSC)⁴⁸.

⁴⁸ PSC is an independent organization consisting of nine members assigned by the Constitution Commission

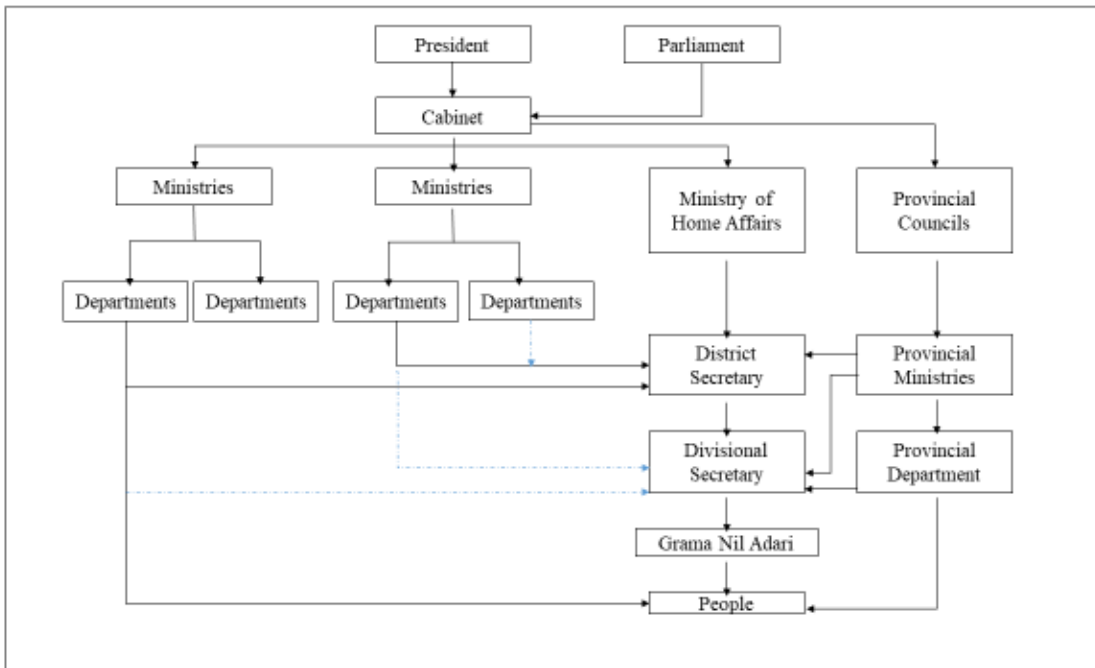


Figure 1: Organization of the Sri Lankan government⁴⁹

The Establishment Code specifies detailed rules applied to public servants in general. Furthermore, Minutes⁵⁰ of each service released through Official Gazettes define appointers, salary range, grades, requirements for promotion, eligibility for training and recruitment, etc..

(2) Classification of government officers

As a category of public servants, among officers (executive), those who belong to the Sri Lanka Administrative Service (SLAS), Sri Lanka Planning Service (SLPS), Sri Lanka Accountants' Service (SLAcS), Sri Lanka Engineering Service (SLES), etc. will be appointed to senior executive officers. In particular, SLAS, mainly responsible for policy formulation, is regarded as service playing an important role in each ministry. In order to obtain these positions, candidates should take various national examinations. Other public servants (officers without promotion to management position) do assistance work. The JDS project focuses on the human resource development of officers (executives) that are to be senior executive officers⁵¹.

The number of officers (executive) in Grade III or higher for five types of services including SLAS, SLPS, and SLAcS, which are the main targets of the JDS project, is 8,300 or higher according to data from 2020 provided by the Ministry of Finance of Sri Lanka.

⁴⁹ The figure was prepared based on the website of ADRC and information from the Ministry of Public Services, Provincial Councils and Local Government (<https://www.adrc.asia/management/LKA/AdministrativeOrganization.htm>)

⁵⁰ Example: Minute of the Sri Lanka Administrative service

⁵¹ Some semi government officers have been targeted since Component 1-4 "Environment Management / Disaster Management and Climate Change" was added in Phase 2.

Table 6: Number of officers (executives) by services in Sri Lanka⁵²

Service	Special Grade - Level III (Number of officers)
Sri Lanka Administrative Service	3,230
Sri Lanka Accountant's Service	1,924
Sri Lanka Planning Service	1,057
Sri Lanka Engineering service	1,492
Sri Lanka Scientific Service	650

(3) Recruitment

Recruitment examinations for all public servants including officers (executives) are planned and managed by the Ministry of Public Administration and Management under the supervision of PCS and implemented by Ministry of Education (Examination Department). Recruitment examinations for public servants are regularly conducted every year. Department of Management Service of Ministry of Finance, decides the number of personnel to be recruited according to government budgets and needs. Recruitment information for officers (executives) are posted publicly on the government website through Official Gazettes. There are two recruitment methods: (1) General recruitment and (2) Internal recruitment. In the (1) General recruitment, people aged 22 to 28 who have graduated from universities are qualified to take the examinations.

As written in “1-1-4. (2) Situation of higher education”, the percentage of people who enters university is 7.8% among all people aged 19 to 23. This data shows how competitive the admission to university is, and those who qualifies to take and pass the employment examination of officer (executive) will be elites among the elites.

The (2) Internal recruitment is a system in which personnel who are officers but work as an assistant can apply for the examinations if they satisfy certain conditions. Officers (executives) need to go through a three-year probation period once recruited and pass examinations and training programs provided during the probation period.

(4) Promotion of public servants and career path

Promotion is evaluated in a comprehensive manner based on work experience for a certain number of years, accomplishment of training at Sri Lanka Institute of Development Administration (SLIDA), work attitude, etc. After employment, not only positions in the central government and urban organizations but also work experience at local departments (including provinces, districts, and divisions) that require difficult judgment and coordination in actual

⁵² All Island Services Category Wise, Management Services Department, Ministry of Finance Sri Lanka, 2020 August

situation are considered important.

According to the Ministry of Public Administration and Management that controls personnel affairs for five services⁵³ of All Island Services, there are especially clear career paths in the aforementioned SLAS and SLPS that mainly handle policy formulation and management, as well as SLAcS that takes responsibility for finance and accounting, all of which play an important role in each ministry.

Furthermore, SLAS, SLPS, and SLAcS, so-called “Generalists,” are featured by every several years’ transfer to various ministries that leads to opportunities for promotion. This particular personnel system for administrative officers in Sri Lanka is similar to personnel systems in India, Bangladesh, and Nepal. However, the system of promotion and transfer in Sri Lanka does not necessarily require transfer to departments not relating to specialized fields, but provide personnel with opportunities to apply for desired posts every year.

On the other hand, personnel affairs relating to officers (executives) in technical services are managed within each ministry -for instance, Sri Lanka Agricultural Service managed within Ministry of Agriculture- but appointment for transfer and promotion is handled by PSC⁵⁴.

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

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

⁵³ Five services: (1) Sri Lanka Administrative Service (SLAS), (2) Sri Lanka Planning Service (SLPS), (3) Sri Lanka Accountants’ Service (SLAcS), (4) Sri Lanka Engineering Service (SLES), and (5) Scientific Service

⁵⁴ Personnel affairs relating to transfer and promotion of administrative officers in All Island Services are examined by Ministry of Public Administration and Management or within each technical organization, but appointment for transfer and promotion is handled by PSC as mentioned above.

Table 7: Classification of officers (executive) in Sri Lanka (SLAS)⁵⁵

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

In the case of SLAS, Official Gazettes (Minutes) specify that a minimum of 10-year experience⁵⁶ is required for promotion from Grade III to Grade II, and 7-year experience for promotion from Grade II to Grade I.

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

⁵⁵ Created by government gazette and hearings from the Ministry of Public Administration and Management

⁵⁶ In a hearing session, a JDS returned fellow in ERD mentioned that she could promote from Grade III to Grade II in two weeks - her ten year service with the government.

Issues concerning the Personnel System and Assignment of Officers (executive) (SLAS Case)

At the timing of personnel transfer after working at the same post for three to five years, it is possible for an officer (executive) to apply for three posts with the Ministry of Public Services, Provincial Councils and Local Government as transfer destinations desired by such officers. However, in reality, it is difficult to be assigned and transferred to a desired post. If there is a vacancy in a desired post or a desired office that is suitable for the grade of an applicant officer (executive), it is possible for him or her to be transferred to his or her desired post. However, if there is no such vacancy, the Ministry for Administration and Local Regions will have a relevant officer (executive) transferred into a vacant post within the government.

While an officer (executive) is studying abroad for a long time, the Ministry of Public Services, Provincial Councils and Local Government will assign another officer (executive) to the post of such officer (executive) studying abroad, and such officer will be listed among those who have suspended their work. When such officer (executive) has returned from studying abroad, in many cases, his or her old post at the previous workplace will not be vacant. Thus, it is difficult for him or her to assume such post prior to studying abroad and then to be assigned to a different post or office.

When the Ministry of Public Services, Provincial Councils and Local Government reviews the reinstatement of an officer (executive) studying abroad, such Ministry will consider specialized fields of such person and knowledge from research fields obtained while studying abroad by such person. However, such Ministry must prioritize the personnel needs within the government. Given such circumstances, for example, even if a relevant officer (executive) who has researched financial management during the JDS Program of studying abroad desires to be reinstated into a position in the Ministry of Finance after such study, if there are no vacancies in the desired post within the Ministry of Finance, such person will be assigned to a post in another ministry, another government office, or another department, in which supplementation of personnel is prioritized.

1-3-2. Human Resource Development System

In Sri Lanka, the aforementioned SLIDA and other organizations are established as government officers' training institutions under Ministry of Public Administration and Management. SLIDA provides government offices with (1) Introductory training for new comers (for six months), (2) In-service training (skill development training by grade for officers (executive) in Grades I to III), (3) Short-term training, etc., in addition to undergraduate and master's degree programs. Confirmed Officers who have finished a three-year probation period are qualified to apply for overseas studies and other long-term training programs. Regulations regarding a return to work after overseas studies require Sri Lankan government offices to work for at least four times longer

period than the overseas study period⁵⁷ after returning to work. If a person fails to fulfil the obligation, he or she must pay back salaries paid during the leave of absence, as well as scholarship money, in accordance with the Establishment Code.

As a focal point of all donors' training and overseas study programs, ERD determines requirements for training and overseas studies and provides the information to all ministries through the government circulars. According to the circulars, applicants must be 45 years or younger and complete a three-year probation period as requirements for applying for master's or higher degree programs.

1-3-3. Gender Consideration

Sri Lanka ratified the Convention on the Elimination of All Forms of Discrimination against Women in 1981. Moreover, the Cabinet Decision for the Women's Charter was made by the Government of Sri Lanka in 1993. Such Charter regulates the rights within the family, the right to education and training, the right to economic activity and benefits, the right to healthcare & nutrition, and the right to protection from social discrimination. The Ministry of Women and Child Affairs is in charge of formulating measures for women's empowerment, maternal and child health, education of women, and the like, as well as realization of the same⁵⁸. The National Action Plan for the Protection and Promotion of Human Rights 2011–2016 expressly describes women's rights and represents a commitment towards gender equality by the Government of Sri Lanka.

On the other hand, the percentage figure for women who participate in politics remains low. The average percentage figure for female Diet Members in SDG-participating countries is 23.7%⁵⁹. However, female Members of Parliament in Sri Lanka account for 5.3% (12 persons out of 225), which is extremely low. Sri Lanka is ranked in 182nd place out of 193 countries that have participated in the Inter-Parliamentary Union (IPU)⁶⁰. Sri Lanka had the first female Prime Minister in the world. Despite this fact, the percentage figure for female Members of Parliament representing the nation has not exceeded 7% since 1931⁶¹.

The percentage figure for female employees in agencies of the Government of Sri Lanka is about 32%⁶². According to a report made by ADB⁶³, the percentage figure (20%) for women's empowerment in the public sector in the labor market is higher than that (13.5%) for men's

⁵⁷ A maximum of 10 years of work is required after returning to work. Salaries will not be paid from the third year of overseas study, and the period from the third year will not be counted as an in-service period.

⁵⁸ State Ministry of Women and Child Development, Pre-Schools & Primary Education, School Infrastructure & Education Services (<http://www.childwomenmin.gov.lk/English>) (Reference as of March 17, 2021)

⁵⁹ Sustainable Story SDGs Goals (<https://sstory.jp/sdgs/goal05/>)(Reference as of March 17, 2021)

⁶⁰ UN Women Sri Lanka | UN Women – Asia-Pacific(Reference as of March 17, 2021)

⁶¹ UN Women Sri Lanka | UN Women – Asia-Pacific(Reference as of March 17, 2021)

⁶² Department of Census and Statistics (<http://www.statistics.gov.lk>) (Reference as of March 17, 2021)

⁶³ Country Gender Assessment Sri Lanka – An Update (<https://www.adb.org/sites/default/files/institutional/document/172710/sri-lanka-country-gender-assessment-update.pdf>) (Reference as of March 17, 2021)

empowerment in the public sector⁶⁴. Moreover, according to the same report, the percentage figure (43.7%) for men's empowerment in the private sector is higher than that for men's empowerment in the public sector⁶⁵.

During the four years from 2009 through 2012 for Phase 1 of the JDS Project, the percentage of all successful applicants accounted for by females was 40%⁶⁶. During the four years from 2013 through 2016 for Phase 2 of the JDS Project, the percentage of all successful applicants accounted for by females was 55%. During the three years from 2017 through 2019 for Phase 3 of the JDS Project, such figure for females was 69%. Based on change since Phase 1, the rate of participation by female gradually increased, and there were more female applicants and successful applicants than male applicants and successful applicants after Phase 2.

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

1-4-1. Trends of the Japan's ODA to Sri Lanka ⁶⁷

In relation to economic cooperation with Sri Lanka provided by the Government of Japan, after joining the Colombo Plan in 1954, commencing loan assistance cooperation in the 1960s, arrangements for dispatching Japan Overseas Cooperation Volunteers (JOCV) in 1980, execution of the Agreement on Technical Cooperation between the Government of Japan and the Government of the Democratic Socialist Republic of Sri Lanka in 2005, etc. took place. As such, for over 60 years, economic cooperation between Sri Lanka and the Government of Japan has played an important role in the development of infrastructure, human development, etc. for the economic systems of Sri Lanka. In recent years, after the conclusion of the conflict in 2009, such economic cooperation has largely contributed to promotion of steady economic growth in Sri Lanka as well as reconstruction, development, disaster prevention countermeasures, and more in conflict-affected areas. At present, the Government of Japan is the largest donor since the democratization of Sri Lanka.

Achievements in economic cooperation provided by the Government of Japan for Sri Lanka are ranked in the first place (2014 through 2019) among member countries of the Development Assistance Committee (DAC). Various ODA projects including grant aid have been implemented and the cumulative total of the same amounted to USD 5,344,360,000 (until 2018). The breakdown details classified by assistance pattern resulted in 2,894, 100, 000 U.S. dollars in loan assistance, 1,583, 350,000 U.S. dollars in grant aids, and 866,910,000 U.S. dollars in technical

⁶⁴ Percentage of women in the labor market by sector: Public sector 20%, Private Sector 35.9%, entrepreneurs 23.6%,etc.

⁶⁵ The reason why men choose the private sector is that although employment is stable in the public sector and preferential treatment such as pension system and low interest rate loan can be expected, salary is lower than private sector and they tend to look for the job in higher-paying private companies.

⁶⁶ The percentage of female applicants/successful applicants is much higher than in other South Asia countries(Bangladesh and Nepal)

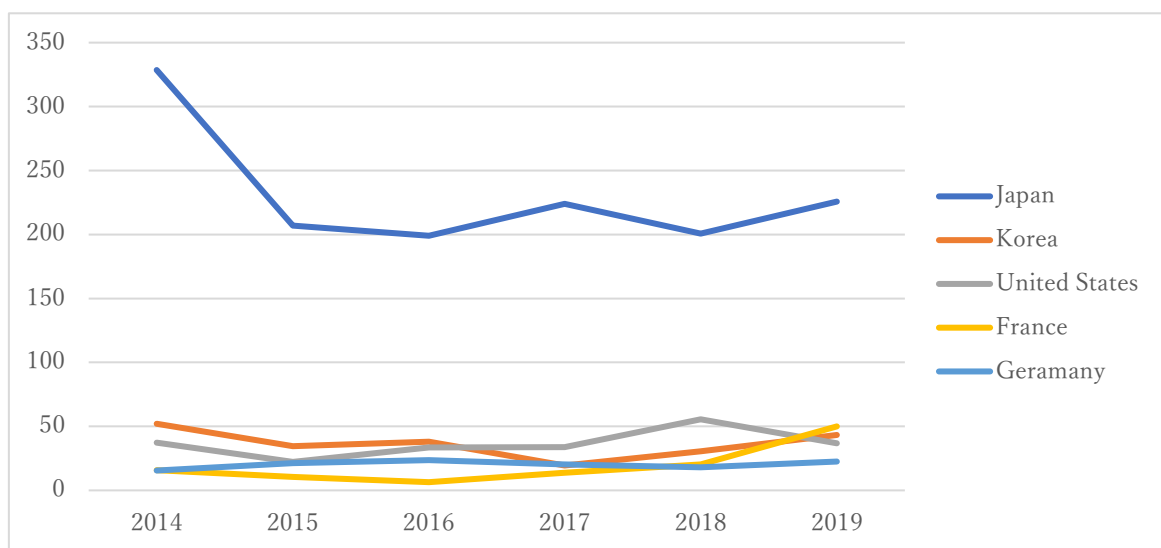
⁶⁷ Ministry of Foreign Affairs of Japan (https://www.mofa.go.jp/mofaj/gaiko/oda/seisaku/kuni_enjyo_kakkoku.html#section2), (Reference as of March 11, 2021)

cooperation.

In December 2019, when Japanese Foreign Minister Toshimitsu Motegi visited Sri Lanka, H.E. Mr. Gotabaya Rajapaksa, President of the Democratic Socialist Republic of Sri Lanka, welcomed him and showed gratitude for the long-term assistance from the Government of Japan. H.E. Mr. Gotabaya Rajapaksa, President of the Democratic Socialist Republic of Sri Lanka mentioned that Japan and Sri Lanka have traditionally built friendship and would promote cooperation in any and all areas, including the infrastructure field, human development, settlement processes after conflict, and more, and that he would like to enhance the bilateral relation in the future.

In February 10th 2021, Second Senior Officials Meeting between Japan and Sri Lanka was held online, Senior Deputy Minister of Foreign Affairs Takeo Mori and Admiral Prof. Jayanath Colombage, Foreign Secretary, Foreign Ministry talked about the local situation of the both countries and about the cooperation in political and economic field. They confirmed that the two countries will work as a partners to realize the free and open Indo Pacific.

The trends for recent assistance achievements by the main donors, including the Government of Japan, is described as per the following Figure.



**Figure 2: Changes in aid expenditure of major donors to Sri Lanka⁶⁸
(Dollars in millions, based on aggregate spending)**

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

As of May 1, 2020, the total number of international students in Japan, including those supported by both national and private payments, was 279,597. Looking at percentage figures for

⁶⁸ OECD (<http://stats.oecd.org/qwids/>) (Reference as of March 11,2021)

international students classified by where they are from, international students from Asia accounted for 94.6%. As far as the number of international students classified by where they are from was concerned, the number of international students from Sri Lanka was 5,238, which was the seventh-highest number of the number of all international students⁶⁹.

The next Figure shows the trends of studying abroad in Japan by international students from Sri Lanka over the previous ten years. The number of international students from Sri Lanka coming to Japan tends to have been declining in recent years after reaching a peak in 2018. However, in 2020, more than five times more international students were studying in Japan than was the case ten years earlier.

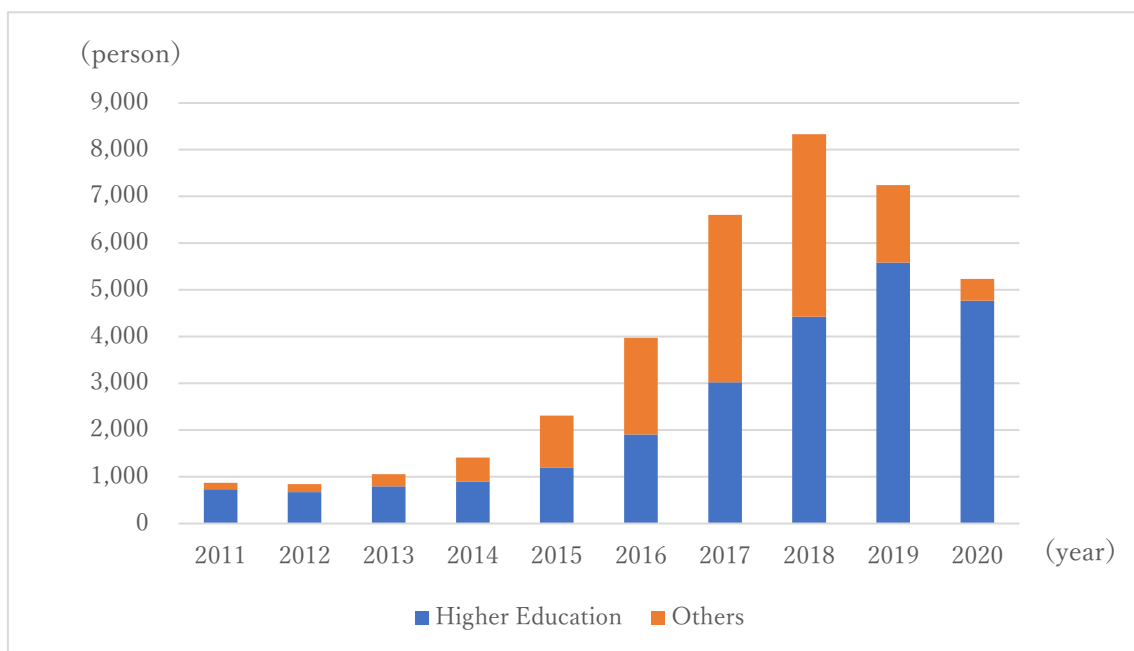


Figure 3: Number of Sri Lankan students to Japan (past 10 years)⁷⁰

According to the JASSO data, the increases and decreases of private-expense international students over the past ten years have been remarkable, and it constitutes a factor for changes to the number of all international students. In particular, increases and decreases of private-expense international students for the purpose of “other” in Figure 3 such as “gaining expertise,” and “learning the Japanese language” over the past ten years are conspicuous.

Projects for international students (including those from Sri Lanka) provided by the Government of Japan, are mainly implemented by five institutions. As is the case with JDS project, roughly speaking, there are three programs targeting officers (executives): (a) the Young Leaders’

⁶⁹ Annual survey on international students in Japan in 2020, May 2020, Japan Student Services Organization (JASSO)

⁷⁰ Annual survey on international students in Japan in 2020, May 2020, Japan Student Services Organization (JASSO)

Program (YLP) based on a national-expense studying aboard system for foreigners, by the Ministry of Education, Culture, Sports, Science and Technology; (b) a scholarship project funded through contributions from the Government of Japan to international institutions; and (c) JICA Long-term Training. The following Table provides an outline of the aforementioned. In addition, scholarship projects other than the Young Leaders’ Program (YLP) based on the national-expense studying aboard system for foreigners of the Ministry of Education, Culture, Sports, Science and Technology, JICA Long-term Training, and the SDGs Global Leader Program (hereinafter referred to as the “SDGs Global Leader”) are not represented by organized programs exclusively targeting Sri Lanka, considering the number of dispatched personnel, fields, etc. Thus, the number of dispatched personnel from Sri Lanka is low.

Table 8: Japanese government’s scholarship programs⁷¹

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 middle managers 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.

⁷¹ Describe the scholarship programs excluding JDS.

	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 young administration officers in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a doctoral course in any university in Japan (not specified).
	Asian Development Bank - Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from counterparts to JICA projects in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.

(1) National-Expense studying abroad system for foreigners from the Ministry of Education, Culture, Sports, Science and Technology (MEXT)

In Sri Lanka, Japan accepts international students each year based on a system for students studying in graduate schools, etc. targeting graduate courses, as is the case with the JDS project. The number (i.e., the number of enrolled persons) of international students accepted for master's degrees and international students in doctoral degrees from Sri Lanka over the last five years is shown as follows. Information on targeted fields has not been set.

Table 9: Acceptance record under the MEXT scholarship (enrollment status)

Program	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Doctor	59	67	64	66	62	58	65	69	73	66
Master	34	29	30	22	24	32	36	26	21	25

Source : JASSO

Table 10: 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) ODA studying abroad scheme

The JDS project positioning was organized in light of the big-picture view of the JICA projects for studying abroad that target Sri Lanka obtained through the survey in question. According to the ODA studying aboard scheme, Sri Lanka accepted JICA Long-term Trainees separately from JDS project. Specifically, it was confirmed that long-term training targeted personnel contributing to the solution of development issues, such as in the field of disaster prevention, in the science and technology field (Innovative Asia), and in SDGs Global Leader. At the same time, it was confirmed that JDS project targets government official contributing to policy making, and does not specify certain technical field apart from some.

(3) Local alumni association activities

The Monbusho Alumni Association of Sri Lanka was only established targeting national-expense international students as recently as 1993. It was created for the purpose of fostering networks among students who had returned home, enhancement of cultural and educational relationships for both countries, and gaining knowledge through university collaboration by both countries. Subsequently, the aforementioned association was reorganized into the Japanese Graduates' Alumni Association of Sri Lanka (JAGAAS), targeting all international students who completed their education in Japanese universities. The current network scale exceeds 100 persons, and the current president is Professor H.D. Karunaratne of the Department of Business Economics, Faculty of Management and Finance, University of Colombo. The main activities are to hold regular meetings, various seminars, lecture meetings, cultural events (i.e., obon festival dance event), etc.

The JICA Alumni Association of Sri Lanka was established in 1973 with a central focus on those who had completed JICA's training. Currently, 1,300 members or more who have been registered undertake relevant activities.

Moreover, the JICA Sri Lanka Office commenced a program (i.e., the JICA Collaboration Program (JCP)) supporting activities using outcomes from studying abroad in January 2021 for JDS returned fellows and long-term trainees who had returned home.

JICA Collaboration Program (JCP)

JCP provides opportunities with diversity of choices to ex-participants, to utilize learnings and experiences accumulated in Japan for stimulating economic- social developments of Sri Lanka.

Examples for this program are as below, but not limited to them:

- Holding the seminar /workshop to disseminate what you learnt in Japan
- Conducting survey with consultants to study how to apply what you learnt in Japan to your daily operation to achieve policy goals.

As far as the university level is concerned, the University of Tokyo accepted the “Study in Japan Global Network Project in Southwest Asia” by the Ministry of Education, Culture, Sports, Science and Technology. Accompanying this, the University of Tokyo opened the “University of Tokyo Sri Lanka Office” in January 2020. The Director of such Office is Professor H.D. Karunaratne, who is the JAGAAS President. After opening of the University of Tokyo Sri Lanka Office, such Office has proactively publicized studying in Japan together with JASSO and other universities, including at other universities as well, as an introduction to the University of Tokyo. One specific example from such publication is participation in Japan Expo.

1-4-3. Cooperation from the Private Sector and the Exchange Situation⁷²

The extent of trade between Japan and Sri Lanka amounted to about 168,300,000,000 yen in 2018. Imports from Sri Lanka to Japan accounted for about 30,200,000,000 yen and exports from Japan to Sri Lanka accounted for about 138,100,000,000 yen, which resulting in a considerable export surplus. The major items exported from Sri Lanka are red tea, clothing and accessory items of clothing, seafood, etc. The major items exported from Japan are automobiles, general machines, electrical appliances, textile yarns, and fibers. There are 92 Japanese overseas affiliated companies. In relation to trends of investment and overseas penetration, Kohoku Kogyo Co., Ltd., YKK, Noritake, Mitsubishi Corporation, and the like, have penetrated. As for changes involving Japanese companies after the Sri Lanka Easter bombings in April 2019, penetration and service development have advanced, such as with the commencement of services by Kintetsu World Express, a logistics company, in October.

Under such circumstance, opportunities for Japanese companies to invest in Sri Lanka and penetrate the market of Sri Lanka are increasing. Thus, increasing of matching opportunities between Japanese companies and JDS fellows will be significant for the future. JDS project has created opportunities to invite parties involved with Japanese companies as well as parties involved with local ODA projects to events such as a farewell party, in which they are able to hold exchanges with JDS fellows. There are currently 100 or more fellows who have returned home after acquiring master's degrees. Thus, it is important to further proactively plan such exchange opportunities in the future.

Utilizing networks obtained while studying aboard, some JDS returned fellows participate in fairs for studying aboard held by JASSO after their return and recommend that Japanese companies invest in Sri Lanka. These activities are undertaken on an individual and voluntarily basis. However, no strategies of the JDS project allowing fellows to construct a network with Japanese companies exist, even now. In this connection, utilizing opinions from corresponding students as reference information, it is necessary to create contact points between Japanese companies and JDS returned fellows and to form a framework that leads to promotion of exchanges and the construction of a true cooperative relationship. This should be discussed with not only the JICA Sri Lanka Office and the Embassy of Japan in Sri Lanka but also the JETRO Colombo Office and the Japan-Sri Lanka Chamber of Commerce and Industry.

1-5. Trend of Other Donor's Aid⁷³

1-5-1. Other Donor's Aid

As described in "1-4. Trends of the Japan's ODA to Sri Lanka," describing economic cooperation

⁷² Summarized article of Ministry of Foreign Affairs of Japan (https://www.mofa.go.jp/mofaj/gaiko/oda/seisaku/kuni_enjyo_kakkoku.html#section2) (Reference as of March 12, 2021)

⁷³ Summarized article of "Country Data Collection 2019 Sri Lanka" Ministry of Foreign Affairs of Japan, Sri Lanka

achievements for Sri Lanka of main donors among OECD Member Countries in 2019, showed Japan in the first place, France in the second place, Korea in the third place, and the U.S. in the fourth place. Assistance by Japan accounts for 50% or more of all assistance from OECD Member Countries for Sri Lanka.

During the five years until 2017, the assistance commitment amounts provided by main donors in Sri Lanka came from China in the first place, Japan in the second place, and India in the third place. According to the Board of Investment of Sri Lanka (BOI), the amount of direct investment from China to Sri Lanka in 2018 came to 2,367,000,000 U.S. dollars, which represented an increase of 38.4% compared with the previous year. It set new highest records for two consecutive years. Rankings by country and region show China in the first place, Hong Kong in the second place, and India in the third place. The major portion of investment by Chinese enterprises in 2018 was infrastructure-related projects (e.g., China's Development Project of Sri Lanka's Hambantota Port and the Colombo Port City Development (which advancing in coastal areas of the capital Colombo)) related to the Belt and Road Initiative, as was the case in the previous year.

Moreover, in relation to the COVID-19 spread since 2020, China moved ahead with the vaccine development unique to the China National Pharmaceutical Group Corporation, CNPGC (i.e., Sinopharm). China supplies vaccines made in China for developing countries and others. In this way, China proactively activates movements to enhance the diplomatic relationship. In March 2021, the Government of Sri Lanka approved emergency use of vaccines for COVID-19 developed by the China National Pharmaceutical Group Corporation (Sinopharm). Therefore, emergency use of such vaccines has commenced in Sri Lanka⁷⁴.

1-5-2. Other Donor's Scholarship Program

In Sri Lanka, various scholarship programs have been implemented by diverse donors. As is the case with JDS, a project for studying abroad is conducted by the Korea International Cooperation Agency (KOICA) for the main purpose of fostering officers (executive).

In addition, other scholarship programs for recruiting extensively competent students, including those from the private sector as well as public servants, are the Australia Awards Scholarship, the Chinese Government Scholarship Program, the Fulbright Program (U.S.), and the Chevening Scholarship (UK). In particular, the Australia Awards Scholarship is the largest competitor with the JDS project and has been recognized as one of two major scholarship projects to which public servants of the Government of Sri Lanka are dispatched.

JCAP (March 2020a), JETRO Annual Report (FY2019)

⁷⁴ Summarized article of NHK News and Xinhua Colombo released in March 21 (Reference as of May 13, 2021)

Table 11: Other donor’s scholarship programs in Sri Lanka

Scholarship	Target Group	Degree	Field of Study	Number of Scholarships
Australia Awards Scholarships	Public, private, or civil society sectors	Master	Economic Development, Mathematics, Finance, International Trade, Business, Agriculture, Governance etc.	Around 20-35 per year
Chinese Government Scholarships	Open recruitment	Bachelor, Master, Doctor	Science, Engineering, Agriculture, Pharmacology, Economics, Law, Business Management, Education, History etc. *Medium of study: English	Around 20 per year
KOICA Scholarship Program	Government/ municipality officers or researchers/instructors in state institutes	Master	Economic Policy, Women Leaders Development, International Trade, Agriculture, Public Administration, Economic Development etc. *Medium of study: English	Around 20 per year
Chevening Scholarships	Open recruitment	Master (1 year)	Agriculture, Architecture, Art, Business, Education, Engineering, Finance, Humanities, Law etc.	Around 8 per year

(1) Australia Awards Scholarship

Australia Awards began in the 1950s, and about 20 to 35 students are accepted every year at graduate schools in Australia for master’s degree courses. Priority sectors are decided every two years, and three priority sectors (Economic Development, Good Governance, and Gender Equality) are set for 2017. No Doctoral program is currently offered.

With regard to Australia Awards Scholarship, the number of international students is assigned to Sri Lanka depending upon an annual budgetary situation of the Government of Australia. In recent years, about 20 to 35 students have been accepted for master’s courses only. Regarding the scholarship project in question, targets are not narrowed down public servants of Sri Lanka only. However, public servants account for about 70% of all successful applicants. This program also targets private citizens including NGOs, etc. of Sri Lanka. However, since it is possible for employees of the Government of Sri Lanka to take time off work for studying abroad, which is different than the situation of private citizens, many such employees tend to apply for this program.

Sri Lanka Association of Australia Awards Alumni (SLAAAA) supports to hold seminars hosted by alumni members. The Australian Government is also actively supporting alumni activities in Sri Lanka.

In addition, after January 2020, large-scale assembly-type alumni association activities have not been possible to conduct due to the impact of COVID-19. However, relevant activities are creatively being conducted on a continuous basis, such as with the implementation of online seminars.

(2) Chinese Government Scholarships

The Government of China has multiple scholarship projects for Sri Lanka. According to the preparatory survey in 2016, it was confirmed that the Chinese Government Scholarship Program accepted about five persons a year. However, this number is increasing in recent years. In 2019 and 2020, about 20 international students were accepted annually. Moreover, fields extended to extensively diversified areas, such as business, engineering, health care, and architecture. Furthermore, the Ministry of Commerce of the People's Republic of China (MOFCOM) accepts several public servants of the Government of Sri Lanka even through the scholarship project targeting developing countries.

In addition, when dispatching international students, a ceremony for granting scholarships to international students through the ambassador extraordinary and plenipotentiary of the Embassy of the People's Republic of China in Sri Lanka is held to which parties associated with the Government of Sri Lanka and the media are involved.

(3) Korea International Cooperation Agency (KOICA) Scholarship

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

Not only officers (executives) but also officers (including assistant staff having no promotion opportunities to management) can apply for the scholarship program. ERD recruits and recommends candidates from the government, and sends application forms to the local KOICA office; therefore, candidates are narrowed down at ERD in the recommendation process. There is no English test.

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

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

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

(1) Questionnaire overview

A questionnaire survey was carried out with target agencies of Phase 3 from November 2020 to March 2021. The questionnaire form was prepared in English.

- Questionnaire forms sent out: 16 November 2020
- Deadline: 30 December, 2021 (Since response rate was low, follow-up has been done to collect the answers after the deadline)
- Targets: 62 organizations (target agencies under Phase 3)
- Response rate: 34% (21 out of 62 agencies responded)

(2) Interviews overview

In light of results of analysis concerning existing materials and results from a questionnaire survey within Sri Lanka, during the period of December 2020 as well as in January and February 2021, online consultations and interviews with parties associated with the JDS project took place and local consultants visited 21 main targeted institutions. In this way, opinions about human development needs and development issues were obtained. In conjunction with this, requests for cooperation for the next phase were made. In addition, the number of visited institutions was above the figure from the previous survey. However, the number of employees who actually go to ministries and government offices was limited in the midst of spread of COVID-19, and entry of relevant information on questionnaires did not take place. Thus, local consultants collected relevant information by obtaining opinions based on questionnaires.

(3) Findings of the research

i) Human resource development needs

In relation to human development needs for targeted institutions confirmed through surveys related to questionnaires and obtaining opinions, professional fields with a central focus on specialized fields are organized in Table 12.

**Table 12: Priority areas for human resource development of major target organizations
(Professional Areas)**

Organization	Professional Areas		
	1	2	3
Central Environment Authority	Strategic environment assessment	Environment testing	Environment planning
Ministry of Home Affairs	Analytical thinking and decision making	Regional development	Resource management including natural resources
Irrigation Department	Engineering	Finance	
Central Engineering Consultancy Bureau (CECB)	Engineering (Civil, mechanical, electrical, earth resources and material)	Architecture	Environment science
Labor Ministry	Labor studies	Public policy	Economics & Sustainable Development
National Building Research Organization, Sri Lanka	Urban Planning	Land slide studies	Sustainable infrastructure
Ministry of Industry and Commerce	Public Administration and Management	Public policy making	Economics & Environment management
Ministry of Provincial Councils, Local Government & Sports	Provincial council management	Project Management	Sustainable development
Board of Investment of Sri Lanka	Infrastructure development	Investment agreements/ export/ import	Project management
Western Provincial Council	Public Administration and Management	Project Management	IT and management
Ministry of Finance	Sustainable development goals	Fiscal policy	Trade facilitation/ taxation
State Ministry of Production and Supply of Fertilizer and Regulation of Chemical Fertilizers and Insecticide Use	Fertilizer management	Chemical and organic fertilizer	Soil management
Ministry of Transport	Statistical analysis	Transport management	Traffic/ data analysis
Road Development Authority	Spatial analysis	Economic analysis	Urban planning
Ministry of Environment	Climate change	Biodiversity	Earth science
Ministry of Plantation Industries	Public management	Finance management	Agriculture
State Ministry of Urban Development, Coast Conservation, Waste Disposal, and Community Cleanliness	Urban Planning	Waste management	Urban development
Urban Development Authority	Urban Planning	Urban development	Sustainable development

The Ministry of Finance (Sri Lanka) mentioned human development needs, etc. concerning the facilitation of financial policies and the trade and the taxation field. Moreover, according to National Building Research Organization (NBRO), human development needs exist concerning urban planning, landslide research, and sustainable infrastructure field.

Moreover, separately from abilities in specialized fields, human development needs with a central

focus on management abilities, administrative affair skills, or the like necessary for officers (executive) are organized in Table 13. Relevant ministries and government offices have mentioned human development needs concerning abilities of leadership, communication, management, etc.

Table 13: Priority areas for human resource development of major target organizations (Administrative Competencies, skills)

Organization	Administrative Competencies, skills		
	1	2	3
Central Environment Authority	Human resource/ people management	Communication	Negotiation
Ministry of Home Affairs	Communication	Negotiation	Anger management/ People management
Irrigation Department	Information Technology	Management	Leadership
Central Engineering Consultancy Bureau (CECB)	Leadership	Decision making	Negotiation
Labor Ministry	ICT	Public Administration	Public management
National Building Research Organization, Sri Lanka	Finance management	Administration	Communication
Ministry of Industry and Commerce	E government	Leadership and management	Project management
Ministry of Provincial Councils, Local Government & Sports	Visionary/ strategic management	Communication	Leadership
Board of Investment of Sri Lanka	HR	Administration	Auditing
Western Provincial Council	Negotiation	HR	Presentation
Department of Meteorology	Leadership	Administration	Procurement
Ministry of Finance	HR	Decision making	Budgeting
State Ministry of Production and Supply of Fertilizer and Regulation of Chemical Fertilizers and Insecticide Use	IT related skills	Strategic management	Soft skills (communication, PPT)
Ministry of Transport	Soft skills	Negotiation	Financial literacy
Road Development Authority	Soft skills	Financial management	Leadership
Ministry of Environment	Management	Economics	Accounting
Ministry of Plantation Industries	Attitude development	Positive thinking	Procurement
State Ministry of Urban Development, Coast Conservation, Waste Disposal, and Community Cleanliness	Soft skills	Financial management	Communication
Urban Development Authority	Communication	Strategic management	Administration

ii) Needs for Doctoral programs

The necessity of Doctoral degree holders was asked in the questionnaire, 62% of the agencies, that is, more than half responded that Doctoral degree holders were necessary.

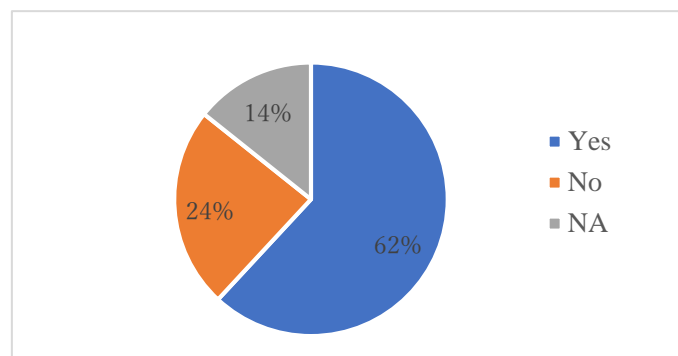


Figure 4: Needs for a Doctoral degree

As for acceptance of students for doctoral courses, relevant ministries and government offices that showed strong interest in and needs for acceptance of students for doctoral courses via the survey in question included the Ministry of Finance (Sri Lanka), the Ministry of Industry and Commerce, and the Irrigation Department.

Table 14: Result of survey regarding needs for Doctoral programs for their employee

Organization	HR needs for Doctoral Program
Irrigation Department	We are promoting our people to do Ph.D. Because expert should be inside the department to avoid hiring outside consultants. Therefore we encourage our people to study Ph.D. in all related fields.
Labor Ministry	Ph.D. scholars can help our organization in policy development and policy analysis matters
Ministry of Industry and Commerce	For industry related policy making, it is required.
Board of Investment of Sri Lanka	We conduct research on economics (import/ export), market research for promotion- these fields will be benefitted if there are any PhD holders
Western Provincial Council	In future, there will be a definite need for a PhD for better decision making.
Department of Meteorology	Because we perform a scientific work which requires in depth knowledge
Ministry of Finance	Finance ministry is involved in a lot of research work. PhD holders will add value to the ministry and the country.
State Ministry of Production and Supply of Fertilizer and Regulation of Chemical	Some of the departments need PhD holders.
Road Development Authority	It is needed for our work at RDA. If one has a PhD, we provide additional marks in a promotion
Ministry of Environment	Doing a PhD is a value addition in environmental related work.
Ministry of Plantation Industries	Under the ministry we have 5 research institutes (Tea research center, coconut research center etc.). For them, PhD is essential
State Ministry of Urban Development, Coast Conservation, Waste Disposal, and Community Cleanliness	There are thematic areas which requires technical knowledge; ex: waste management, community cleanliness

High demands for studying abroad for doctoral courses determined through the survey in question were confirmed. Despite this fact, subject to the Establishment Code related to public servants of Sri Lanka, when studying for two years or longer, the period for learning after the third year will not be considered among the length of service, in principle. This has become problematic. If the period for studying abroad following the third year is not counted among the length of service necessary for promotion, promotion of JDS fellows will be delayed for one year when they are studying for doctoral courses, which is a demerit.

iii) Major destinations for overseas studies

Through the questionnaire survey, the situation for studying abroad for high-ranked officer at the section-chief-level or higher in targeted institutions was confirmed. According to 21 replying institutions, high officer of 7 institutions (21 person) studied abroad for master’s courses. Moreover, the destinations for studying abroad were Australia, Japan, the U.S., and the like.

The most popular destinations for studying aboard that each targeted institution desired to dispatch its employees were Japan and Australia. According to the ERD Director General, JDS project and the Australia Awards Scholarship are two major scholarship projects within the Government of Sri Lanka. The situation can be confirmed via corresponding data. Moreover, in Sri Lanka, KOICA implements a scholarship project targeting public servants of the Government of Sri Lanka, as does JDS. However, Korea is ranked in third place.

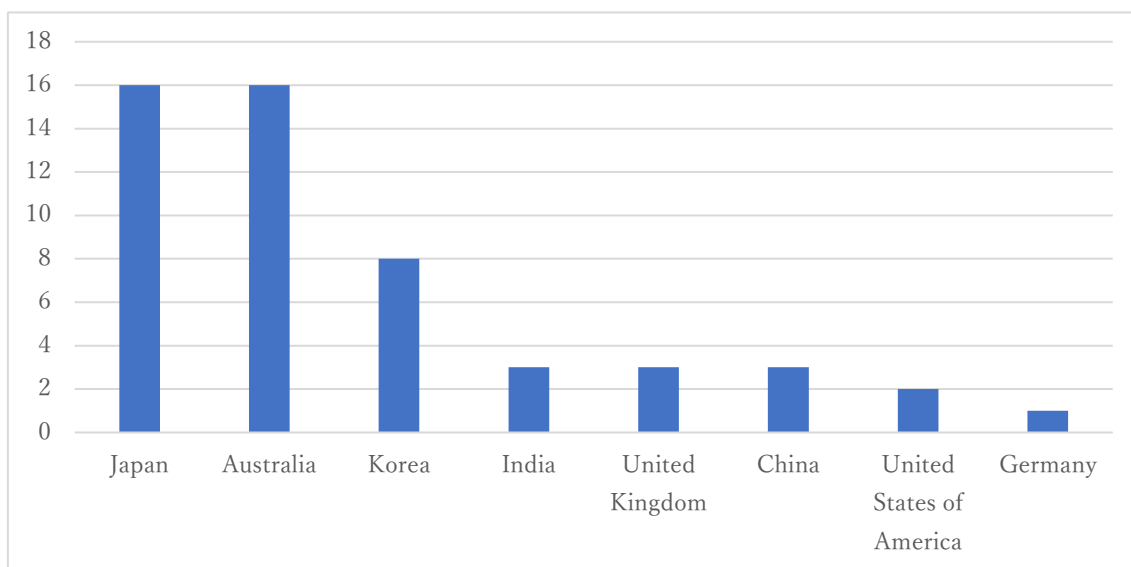


Figure 5: Major destinations for overseas studies for the public servants in main target organization

iv) Expectations for the JDS Project (Studying in Japan)

In relation to expectations for the JDS project (i.e., studying in Japan), the most commonly given reply in the questionnaire was “acquisition of the newest technology and knowledge in

Japan.” Moreover, it was also confirmed that expectations for learning about “Japan’s work ethics, attitudes for work assignments, and Japanese culture” were high.

v) Donor’s scholarship program

Many targeted replying institutions used the Australia Awards Scholarship and the scholarship program of KOICA and had their employees study abroad. Some targeted institutions that have dispatched their employees by taking advantage of the scholarship project of the Government of Sri Lanka provided by China were confirmed.

**Table 15: Overseas Donor's scholarship program
to which each ministry dispatch their staff**

Scholarship	Donor Country	Degree	Field of Study	Scholarship	Donor Country	Degree	Field of Study	Scholarship	Donor Country	Degree	Field of Study
Central Environment Authority											
TICA	Thailand	Master	Environment Science/Management	KOICA	Korea	PhD/ Master	Public administration	Australia Awards	Australia	Master	Environment
Irrigation Department											
JDS	Japan	Master	Public policy/ Disaster management	Nuffic/ IHE Delft	Netherlands	MSc/PhD	Engineering Hydrology Flood Disaster Mitigation				
National Building Research Organization											
KOICA	Korea	Master	Urban Development	JDS	Japan	MSc/ PhD	Disaster Risk reduction				
Ministry of Industry and Commerce											
Australia Awards	Australia	Master		KOICA	Korea	Master		USA Williams College	USA	Master	
Ministry of Provincial Councils, Local Government & Sports											
KOICA	Korea	Master		JDS	Japan	Master					
Board of Investment of Sri Lanka											
KOICA	Korea	Master	Business administration	Chinese Scholarship	China	Master	Business management	JDS	Japan	Master	Business management
Western Provincial Council											
KOICA	Korea	Master	Various	Australia Awards	Australia	Master	Various	JDS	Japan	Master	Various
Department of Meteorology											
World Meteorological Organization	China	Master	Meteorology	KOICA	Korea	Master	Meteorology	Nuffic	Netherlands	Master	Meteorology
Ministry of Finance											
Australia Awards	Australia	Master	Public policy	KOICA	Korea	Master	Policy	JDS	Japan	Master	Public Policy
State Ministry of Production and Supply of Fertilizer and Regulation of Chemical Fertilizers and Insecticide Use											
Australia Awards	Australia	Master		Nuffic Orange Knowledge Programme (OKP)	Netherlands	Master	Different				
Ministry of Transport											
Australia Awards	Australia	Master		JDS	Japan	Master					
Ministry of Environment											
Australia Awards	Australia	Master	Environment	KOICA	Korea	Master	Environment	Asian Institute of Technology (AIT)	Thailand	Master/ Diploma	Sustainable consumption and production
Ministry of Plantation Industries											
Malaysia Scholarship	Malaysia	Master	Agriculture	Thailand International Postgraduate Programme	Thailand	Master	Sustainable agriculture	MOFCOM	China	Master	Agriculture and other areas

Chapter 2. Contents of the JDS Project

2-1. Overview of JDS Project

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

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

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

In Sri Lanka, the JDS framework was formulated and agreed upon in the field survey conducted from November 2020 to January 2021. As a result of the review on the JDS framework based on Sri Lanka's national development plan, Country Assistance Policy for Sri Lanka, and the needs of the target organizations, and discussions with the relevant party of government, in order to further strengthen the capacity development of human resources who will be responsible for development in the economic field, the component "1-2-2 Public Finance and Investment Management" was proposed by JICA, and an agreement was made with the Sri Lankan side.

In relation to the number of JDS fellows for doctoral course, in light of analytical results based on the number of applicants for the third phase, progression of studies by JDS fellows of Sri Lanka, etc., needs of the Government of Sri Lanka (although a Doctoral Degree is not an essential requirement for promotion for officers (executives), in particular, for appropriate policy formulation and operation in the economic field, academic knowledge equivalent to the level of a Doctoral degree holder is required), and the like, the survey team proposed to the Sri Lanka side to additionally accept such fellows up to a ceiling of two during the next phase per year as well, separately from fellows taking the master's course. The Government of Sri Lanka agreed on this proposal.

2-1-1. Project Design

In the field survey conducted from November 2020 to January 2021, based on the national

development plan of the target country and the Country Development Cooperation Policy for Sri Lanka and based on the human resource development needs of the Sri Lankan government, as shown in the following table, the priority areas, development issues and the research themes for JDS in Sri Lanka for the new phase are prepared and decided. These priority areas and development issues were set with the aim of supporting the development of officers (executives) and some semi government officers working on development issues in Sri Lanka.

Table 16: Framework of JDS Sri Lanka (intake FY2022-2025)

JDS Target Priority Areas (Sub Program)	Development Issues (Component)		Expected Research Areas
Building a Strong Base for Inclusive and Sustained Economic Growth	1-1. Public Policy Studies		International Relations, Social and Welfare Policy, International Development, Environmental Policy, Administration, Governance, Local Autonomy, etc.
	1-2. Economics	1-2-1. Macroeconomics Studies	Economic Development including Sustainable Growth and Job Creation, Macroeconomics/ Econometrics, Statistics/ Statistical Analysis, Environment, Agricultural Economics, etc.
		1-2-2. Public Finance and Investment Management	Fiscal Policy, Fiscal Management/ Policy, Public Investment Management/ Policy, Infrastructure Management, etc.
		1-2-3 Industry Development Policy and Investment Promotion	Industrial Policy, Investment and Export Promotion, Small and Medium Enterprise Promotion Policy, Promotion of Private Investment, etc.
	1-3. Urban and Regional Development		Urban and regional development Planning/ Policy, Agriculture/ Rural Development Plans/ Policies, Environmental Management/ Policies, Disaster Prevention and Crisis Management/ Disaster Prevention Policy, Community Infrastructure Development Management, Urban Economics, Land Use Planning, Transportation and Traffic Planning, etc.

(1) Number of JDS fellows

Through local interviews, the population parameter and needs have been determined and used to come to an agreement for the number of students who will be accepted in the next phase: up to 15 master’s fellows, and up to 2 Doctoral fellows.

(2) Component and research theme

During the first field survey, in relation to targeted development issues, the JICA survey team proposed to newly add the development issue “Public Finance and Investment Management”. The survey team obtained consent for it from the Government of Sri Lanka.

Regarding the background of the fact that “Public Finance and Investment Management” is to be newly established as a development issue, finance/ public financial management, which is the largest issue facing Sri Lanka, will be independently established as a component. In this way, the

project will further aim at strategic human recourse development in the economic field. Moreover, in the field of engineering, long-term trainings under technical cooperation has been newly introduced to Sri Lanka from JICA. Therefore, the number of JDS fellows for engineering would be decreased, and it was determined that such decreased number would be assigned to the economic field.

(3) Target organization

An agreement was made that the target organizations and groups decided by the first Operating Committee in 2020 will continue to be targeted. In addition, it was agreed that the target organizations and groups would be reviewed at the 1st Operating Committee if there was a desire to change them.

(4) Accepting universities

JICA has posted the expected target fields, development issues on its website and widely recruited accepting universities, and called for submissions of hosting proposals regarding the issues and countries each university wishes to host. As a result of it, a total of 35 submissions were received from 19 graduate schools of 17 universities.

The contents of the accepting proposals submitted from the various universities and the record for accepting and guiding international students, including JDS fellows, JICA underwent a pre-screening of the hosting proposals based on the evaluation guidelines within. After that, at the local meeting, discussion was made with the Sri Lankan government based on the results of the pre-screening. As a result of these discussions, agreement was reached on the hosting universities and the framework for the numbers to be hosted, as shown in Table below.

In the 4th Phase, Nagoya University, Graduate School of International Development has been added for the field of Public Finance and Investment Management.

Table 17: Accepting universities of the JDS project in Sri Lanka

Sub-Program	Component		Accepting University	Graduate School	Provisional Slot
1. Building a Strong Base for Inclusive and Sustained Economic Growth	1-1. Public Policy Studies		Meiji University	Graduate School of Governance Studies	2
			International University of Japan	Graduate School of International Relations	2
	1-2. Economics	1-2-1. Macroeconomics Studies	International Christian University	Graduate School of Arts and Sciences	2
			Hiroshima University	Graduate School of Humanities and Social Sciences	2
		1-2-2. Public Finance and Investment Management	Nagoya University	Graduate School of International Development	2
		1-2-3. Industry Development Policy and Investment Promotion	International University of Japan	Graduate School of International Management	2
	1-3. Urban and Regional Development		University of Tsukuba	Graduate School of Science and Technology	2
			The University of Tokyo	School of Engineering	1

In addition, in relation to the Graduate School of International Development, Nagoya University, for the component 1-2-2. “Public Finance and Investment Management,” human resource development needs in the field of finance/public financial management are remarkably high in Sri Lanka. Many professors who are familiar with such field in this Graduate School are enrolled and provide students with appropriate guidance. This was evaluated highly, and such school was selected.

(5) Doctoral program

Through the first field survey, in relation to the number of fellows for doctoral courses, in light of analytical results based on the number of applicants for the third phase, progression with JDS fellows of Sri Lanka, etc. and needs of the Government of Sri Lanka, the survey team reviewed the number of persons to be accepted.

The third phase of the doctoral program in Sri Lanka commenced in 2017. Since then, there have been two applicants in 2017, three in 2018, and three in 2019, with a ceiling of two successful fellows. The competition rate resulted in 1.3 times per year as average, and it is low rate for appropriate competition.

On the other hand, according to the acquisition of opinions from the Operating Committee members and the JDS fellows taking doctoral courses conducted through a field survey during the period from November 2020 until January 2021, the needs related to persons who have

acquired a Doctoral Degree remain high. PSC mentioned that it would be necessary for senior-level persons who are Assistant Secretaries or higher and Commissioners or higher (special grade) to obtain knowledge at the level of Doctoral Degree holder. ERD explained that although a Doctoral degree is not an essential condition for promotion for administrative officials, in particular, for appropriate policy formulation and operations in the economic field, academic knowledge equivalent to the level of a Doctoral Degree holder is required. Moreover, ERD also proposed to send to PSC as well as the Ministry of Public Services, Provincial Councils and Local Government which have control over the public servant system and policy a letter for a proposal related to mitigation of systems and conditions related to Doctoral study abroad.

Opinions from JDS fellows taking doctoral courses who belong to SLAS (the Sri Lanka Administrative Service) were acquired regarding the fact that a Doctoral Degree would serve as an advantage for being hired to important posts (ministries and secretaries). In this regard, it was explained that important posts, such as important posts for ministries, etc. are designated by the President, which reflects a strong political background. When candidates are selected through a candidate list, the selection panel checks and considers the qualifications of each candidate. Thus, persons holding a Ph.D. are advantageous for screening. Moreover, when candidates assume important posts in specific fields (e.g., engineering), SLAS officers are required specialized knowledge of such field even if such candidates are generalists working with policy formulation and implementation. Therefore, a Doctoral Degree is essential. Furthermore, there are no detail descriptions included in minutes or regulations within the government concerning the merits of holding a Doctoral Degree. However, it was mentioned that a Doctoral Degree would absolutely serve as a great advantage for assuming better posts.

On the other hand, there was an opinion that “there is no public servant regulations (Establishment Code) concerning studying abroad for a Doctoral Degree, which is still under review within the government. Some persons can obtain three-year paid leaves and some persons cannot obtain any leave. Therefore, conditions under regulations are unclear and depending upon the person, which is unequal. If it is guaranteed that the period for studying abroad for a Doctoral Degree is included among the length of service in accordance with relevant regulations, officers (executives) who are interested in studying abroad for a Doctoral Degree would be encouraged to apply for the program.”

According to the opinions from the JDS fellows of doctoral courses who work in technical services, it was explained that it would be necessary to obtain a master’s degree for promotion to Grade 1 or higher in Sri Lanka. However, opportunities for obtaining a Doctoral Degree with scholarships are scarce in Sri Lanka. A Doctoral Degree, which constitutes a condition for promotion, leads to inequality. Therefore, achievements, such as frequency of papers and symposium presentations, are counted as evaluation points for promotion according to the service minutes in the field of agriculture. When multiple persons have applied for a certain position, such achievements would be important points of evaluation for examination. Moreover, it was

mentioned that “a Doctoral course requires students to publish at least three papers. Thus, as a result, acquisition of a Doctoral Degree would be advantageous for assuming a post of Grade 1 or higher. Furthermore, a Doctoral course study has been recognized as a part of services. Therefore, such period can not only be counted as a working period but also be counted for paid leave for three years.”

As far as the public service system in Sri Lanka is concerned, a Doctoral Degree is yet not essential for promotion. Relevant systems are being reviewed within the government. However, in light of the aforementioned situation, the Government of Japan proposed to additionally accept up to a ceiling of two JDS fellows continuously during the next phase each year as well, separately from fellows taking the master’s course. The Government of Sri Lanka agreed on this proposal.

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

(1) Operating Committee members

It was agreed during the first field survey in November 2020 to January 2021 that as in the current phase, the Operating Committee would consist of members from five organizations of Sri Lanka (Ministry of Finance - ERD, Ministry of Public Services, Provincial Councils and Local Government, Ministry of Education, Public Services Commission) and two Japanese organizations (Japanese Embassy in Sri Lanka and the JICA Sri Lanka office).

Table 18: Operating Committee member

Country	Role	Member
Sri Lanka	Chair	Ministry of Finance - ERD
	Member	Ministry of Public Services, Provincial Councils and Local Government
	Member	Ministry of Education
	Member	Public Services Commission (PSC)
Japan	Member	Embassy of Japan in Sri Lanka
	Member	JICA Sri Lanka Office

In addition, in order to enhance diplomatic impacts concerning the project, the Government of Japan recommend to ERD that the Ministry of Foreign Relations (MFR) be invited as an Operating Committee member. ERD replied that for MFR to have provided JDS support through a separate method would be sufficient. Moreover, as far as economic cooperation is concerned, the following points were mentioned: (i) ERD represents the Government of Sri Lanka; (ii) it will not be necessary to change the system of the Operating Committee because the project has been smoothly operated thus far; and (iii) increasing the numbers of members will make the operation and approval processes for the Operating Committee complicated.

(2) Role of Operating Committee

The functions and roles of the Operating Committee based on the JDS operational guidelines were

confirmed again with the members of the Committee. Since JDS is not a mere scholarship project but is an input for development, the Operating Committee in Sri Lanka is expected to provide active cooperation in the collection and screening of applications and use JDS fellows effectively after they return home. In addition, regarding the follow-up of JDS fellows, various attempts have been made with the cooperation of the Operating Committee, triggered by discussions in the 2016 Preparatory Survey. In the future, it is necessary to consider more effective follow-up means with the cooperation of the Operating Committee.

Table 19: Role of Operating Committee

Role	Details
Formulate the recruitment and selection plan	Based on national development plans of Sri Lanka and Japan's economic cooperation policy, the basic policy of recruitment activities for each fiscal year (priority development issues, slot allocation, application briefing method, etc.) will be determined. Selection principles for JDS project in Sri Lanka determined in accordance with the JDS Operating Guidelines
Interview the candidates	At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates
Select JDS fellows from the candidates	The final candidates chosen through the selection process are approved by the Operating Committee
Promote effective utilization of JDS returned fellows and follow-up	Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project
Others	Principles to be determined when JDS returned fellows occur and necessary measures to be undertaken Attendance at events such as send-off party and debriefing upon return, with suggestions provided with a view to encouraging statements to be made about the outcomes of JDS In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate

2-1-3. Basic Plan for Sub-Programs (Master' Program)

Based on the framework agreed upon during the field survey in November 2020 to January 2021, the Basic Plan will be drafted in each of the JDS priority areas (Sub-Programs) and it will be agreed at the first Operating Committee.

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

Below table is proposed applicant eligibility of the JDS project in Sri Lanka. Details will be approved at the first Operating Committee of FY 2021.

Table 20: Applicant eligibility of the JDS project in Sri Lanka (Tentative)

item	Condition
Nationality	Citizen of Sri Lanka
Age	Below the age of 40 as of 1st April in the year of dispatch (in principle)
Academic Background	Obtained a Bachelor Degree
Target Group	<ul style="list-style-type: none"> - Completed the probation period and eligible for confirmation - Eligible Officers: <ul style="list-style-type: none"> ✓ “Executives/ Senior Executives”, those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11. ✓ Officials those who belong to Board of Investment (BOI) can only apply to the component 1-3 “Business Management”. ✓ Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to the component 1-4 “Environment Management/ Disaster Management and Climate Change”. <p>*Study Topics that are highly relevant to applicant’s career development & beneficial to their organization will be given highest priority</p>
Work Experience	Completed the probation period and eligible for confirmation.
English Proficiency	Have a good command of both written and spoken English for study at graduate schools.
Others	<ul style="list-style-type: none"> - A person of sound mind and body - Applicants are expected to have special interest in studying in Japan as well as motivation to utilize their experience and human network developed through JDS in their career - A person falls under any of the following items is not eligible to apply: <ul style="list-style-type: none"> ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS. ✓ Those who are currently awarded or scheduled to receive another scholarship ✓ Those who have obtained a master’s or higher degree overseas under the support of foreign scholarship

2-1-4. Acceptance into the Doctoral Program

In the next phase as well, the first meeting of the Operating Committee of FY 2021 will determine how to collect and screen applications in accordance with the objectives and basic policy described below.

(1) Objectives

In addition to allowing JDS fellows to make policy and other decisions on development issues in their respective countries from a broad point of view based on high-level knowledge and research results, the objective of the doctor’s course is to develop human resources that lead international discussions as representatives of their respective countries and exert influences on domestic and foreign affairs from a global perspective by establishing a network of personal connections worldwide. Another objective is to develop true leaders knowledgeable about Japan in the countries covered by JDS by encouraging them to build and evolve favorable relationships with

Japan throughout the doctor's course.

(2) Basic policy

This is the second year to accept JDS fellows in autumn since the project started. Aside from that for the master's courses, the number of JDS fellows to be accepted is set at two. The quota for the doctor's courses is not considered a goal to be satisfied and is applied only if there are appropriate candidates for the course.

(3) Form of acceptance and treatment

In principle, the upper limit to the period of support is three years⁷⁵. The scholarship during the stay in Japan is granted in the same way as for government-financed research students in the doctor's course.

(4) How to collect and screen applications

Apart from those for the regular master's course quota, applications are collected and screened by the JDS Operating Committee for decision. Applicants are required to obtain the prior approval of the organization with which they are affiliated and the accepting university (and required documents such as guidance plans and letters of recommendation) and submit an application together with a set of application documents and research plans.

Regarding the selection, the JDS Operating Committee will make the selection. In particular, the involvement of the JICA Sri Lanka office and the Japanese Embassy of Japan is important, and it will be expected that the JICA office Chief representative or Deputy representative would interview and examine the candidates who would become top leaders of the country in the future.

As mentioned above, the number of doctoral fellows was analyzed and examined based on the needs of the target organization, the number of applicants for the Phase 3, and the progress of research by JDS fellows currently studying in Japan. Similarly, the Japan side obtained the consent of the Sri Lankan side by accepting up to two students each year, in addition to the fellows of the master's program.

Regarding the applicant eligibility of the JDS project in Sri Lanka, the survey team explained to Sri Lankan side that details will be approved at the first Operating Committee of FY 2021.

⁷⁵ The period can be extended by up to six months only if it is judged that the fellows concerned is highly likely to obtain a doctor's degree.

Table 21: Applicant eligibility of the JDS Doctor's course in Sri Lanka (Tentative)

Item	Condition
Nationality	Citizen of Sri Lanka
Age	Under 45 years old as April 1st in the year of dispatch
Academic Background	Obtained a Master's degree under JDS, OR a person who completed Master's Degree in Japan
Work Experience	Have returned to and served for the country for a certain years set by his/ her organization after completion of Master's Degree. Belong to the Target Group of JDS and his/ her research theme is relevant to the Development Issues of Sri Lanka
Others	Obtaining a letter of recommendation from the prospective supervisor (being able to confirm the possibility of graduation for three years)
	Must obtain a permission letter from his/her belonging organization
	Military personnel and military civilian employees registered on the active list, personnel on temporary leave from the active list, and personnel in compulsory military service are ineligible to apply for admission.
	Must be mentally and physically in good health

2-2. Obligations of Recipient Country

In collecting and screening applications for JDS scholarships, Ministry of Finance - ERD which serves as the chair of the Operating Committee, plays a leading role in planning, implementing, managing, and supervising JDS.

During the period when JDS fellows study in Japan, the Sri Lanka government periodically monitors them through its implementation agent and submits reports to JICA. It also confirms the progress in JDS, pending matters, and so forth through periodical reports submitted by the agent and works with other members of the Operating Committee to take appropriate measures as required, and in addition, it takes actions such as supporting JDS fellows in collecting necessary data to write a master's thesis.

After JDS fellows return to Japan, the Sri Lanka government will return to Japan after returning to Japan, considering that returning international students will contribute to efforts to solve development issues in their home countries and that building a human network is one of the main purposes of JDS. A briefing session will be held to understand the results of study abroad, and necessary measures will be taken for subsequent trend surveys, academic and cultural exchanges and cooperation with Japan. In addition, when the international students return home, the Operating Committee encourages relevant ministries and agencies to be given the same job as before studying abroad or to take advantage of their JDS study abroad experience so that they can play an active role in the center of the executive branch, and promote the realization of business effects.

After the JDS fellows return to Sri Lanka, taking into consideration that main objectives of the JDS project include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human network, the Sri Lanka government shall hold a Reporting Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and

cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential for them to make efforts to let JDS fellows return to their previous job or have a position in a key government organization where they can utilize their experience in Japan.

2-3. JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from FY 2021 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 below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “Agent” to the government of Sri Lanka. The Agent will conclude a contract with the government of Sri Lanka to implement JDS project on behalf of the government.

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Preparatory Survey									
1st Batch (Master)		R/S	A		R				
2nd Batch (Master)			R/S	A		R			
3rd Batch (Master)				R/S	A		R		
4th Batch (Master)					R/S	A		R	
1st Batch (Ph.D.)		R/S	A		R				
2nd Batch (Ph.D.)			R/S	A		R			
3rd Batch (Ph.D.)				R/S	A		R		
4th Batch (Ph.D.)					R/S	A		R	

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

Figure 6: Implementation process

2-4. Recruitment and Selection Methods

2-4-1. Recruitment Methods

(1) Recruitment Tools / Materials

In relation to solicitation of the candidates for the JDS fellows of the third phase, a multifaceted application recommendation was implemented through (i) distribution of posters and leaflets in English; (ii) public relations via websites and Facebook regarding ministries and government offices to which the Operating Committee members belong; and (iii) word of mouth from the JDS fellows who have returned home. Moreover, a request for calling for application via social networks (SNS: Facebook) by targeted institutions last year was made. In addition to solicitation activities through continuous use of the aforementioned tools, relevant responses will be made so that targeted people who are interested in the program in question will be able to obtain detailed

information. That is, videos with the same content as that of explanatory meetings will be broadcast in three languages (i.e., English, Sinhalese, and Tamil). Persons who have accessed the website for the JDS projects will be guided to the video link.

Many Sri Lankans use SNS. Therefore, timely new information will be distributed to potential candidates. At the same time, the attractiveness of JDS will be conveyed through introduction of Japan and universities by the JDS fellows who are visiting Japan at present, those playing an active part vigorously as fellows who have returned home, and the like. In this way, an increase of applications can be expected. A solicitation website, JDS project solicitation brochures, posters, and leaflets will be created as solicitation tools. The number of copies, designs, or the like will be separately determined by the Operating Committee.

(2) Recruitment methods

Solicitation brochures, posters, and leaflets for recruitment of candidates will be distributed to targeted organizations via the Operating Committee. Moreover, as described in Table on the next page, solicitation explanatory meetings have been held in each location for the third phase. The future venues will be separately determined by the Operating Committee.

Applications from Sri Lanka are characterized by the fact that 50% of all applications are local applicants, through solicitation and screening for the Phase 3. Local solicitation activities are essential. Thus, solicitation explanatory meetings will be implemented in major ministries and government offices in Colombo, the capital of Sri Lanka, and local areas, through cooperation with the Operating Committee and targeted organizations. In addition, JDS fellows who have returned home will be invited to solicitation explanatory meetings. In this way, experiences studying abroad will be shared with a focus on introduction of Japanese universities and research activities, etc. In addition, the project will also invite them to provide lectures on effective methods for creation of application documents and methods. The content of such meetings will be further considered so that they will continuously attract the interest of participants for the next phase.

For the phase 3, opportunities for explaining the JDS project to parties concerned with Japan (JICA experts and JOCV) were obtained. In this way, cooperation from JICA experts and JOCV was urged and public relations and solicitation methods were implemented such that solicitation information could be conveyed effectively to more potential candidates. The same cooperation system will be constructed with parties concerned with Japan in the future as well. In addition, the JDS fellows who have returned home vigorously play active parts in all nine Provinces of Sri Lanka. Thus, the project will continue to request cooperation so that good candidates will be recommended in each affiliation area.

Furthermore, for appropriate information distribution to local areas, application documents have been directly transmitted to 25 Districts and about 590 local institutions (Divisional Secretaries) that are Administrative Divisions underneath such Districts from secretarial organizations. For

the fourth phase, it is important to urge cooperation, such as attending solicitation explanatory meetings and proactive calling for at workplaces, so that relevant information will be fully disseminated to affiliated organizations and local officers after obtaining cooperation from parties concerned with Japan and JDS fellows who have returned home continuously. Moreover, online webinars will be also be implemented several times.

Additionally, data used in solicitation/ explanatory meetings, deadlines for application, etc. will be shared with potential candidates who have accessed the website and have downloaded application documents as well as persons who have attended solicitation explanatory meetings by email so that such candidates and persons will participate in application.

Table 22: Schedule of solicitation/ Explanatory meetings

Expected Date	Venue
Late August to late September, 2021	Colombo (Main target organizations, joint sessions at SLIDA, etc.)
Late August to mid-September, 2021	Major regional cities (Trincomalee, Galle, Kandy, Jaffna, Anuradhapura, Badulla, Ratnapura, Dambulla, etc.)

Moreover, from the standpoints of supporting local development and disparity correction among ethnic groups, not many Tamils have applied for thus far. Therefore, in order to increase the number of applicants, public relation activities in the northern and eastern areas will be further enhanced, and public relation tools in the Tamil language will be also reinforced. In this way, application will be increased.

(3) Support for application preparation of the candidates

In relation to supporting preparations for application, as the Operating Committee members also mentioned when the comprehensive interview (the final interview) was conducted, improvement of the quality of training plans are particularly demanded in Sri Lanka, as is the case in other countries. For the phase 3, in light of instruction and discussion concerning points at issue in the Operating Committee meetings, based on a request, it has been determined that the Sri Lanka Institute of Development Administration (SLIDA) and the JDS fellows who have returned home deliver to candidates lectures concerning the method for creation of research plans during the application recommendation period. For the next phase, the project will attain lectures using SLIDA on track, utilize the know-how as a model, obtain cooperation from the JDS fellows who have returned home and JICA experts, and implement lectures at which participants can join in anywhere in the world through the use of webinars via the Internet and smartphones. In this way, support for local candidates who need greater assistance will be enhanced.

2-4-2. Selection Method

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

A comprehensive interview has been conducted through use of evaluation items (sub-items) that are the same as those in the JDS countries in line with the relevant guidelines for the evaluation sheet. On the other hand, the Operating Committee members proposed reviewing sub-items that allow selection of personnel suitable for the JDS in Sri Lanka by reflecting the civil service system and relevant policies unique to Sri Lanka and by clarifying evaluation criteria. Therefore, after review by the Operating Committee, it was determined that examination items (sub-items) would be changed from FY2020.

Table 23: Main change point in the evaluation items

Main change point in the Evaluation items for the Comprehensive Interviews
Changed the evaluation items 2-3 to “Study topics that are highly relevant to <u>applicants’ career development & beneficial to position in his/her organization and Service Category.</u> ” from “Candidate's responsibilities and position in his/her organization is relevant to the research.”
Changed the evaluation items 3- 1 to “Candidate has a <u>clear objective to choose Japan as he/her destination of study abroad.</u> ” from “Candidate has a clear objective concerning study in Japan.”

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

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

In order to achieve the project goal through the JDS fellows, it is further essential to understand

the society and development experiences of Japan as background knowledge. According to results of the questionnaire subjected to JDS returning fellows, as for questions about pre-departure and post-arrival orientations, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful. Therefore, (1) Lectures to understand the social and development experiences of Japan, the basic knowledge of assistance policy toward Cambodia, (2) Programs to improve self-awareness as JDS fellows such as courtesy call to the president of JICA, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are expected to be implemented.

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

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

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

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

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

and quantity of training content.

2-5-2. Contents of Enrichment Program

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

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

According to the results of the questionnaire to the returned fellows of other countries, many of them wanted internship opportunities in the Japanese ministries and agencies, networking events with Japanese administrative officers, etc. as possible programs provided during their stay. Some programs have been already implemented, such as networking events with Japanese administrative officers conducted by the implementing agent and individual internships at the Ministry of Foreign Affairs and JICA, and it is desirable to be continued as a part of the project and further developed.

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

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

2-5-3. Contents of Special Program

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

The special program consists of the following aims.

- (a) To solve development issues in the relevant countries, JDS fellows learn about practical knowledge and experiences through more practical and specific cases.
- (b) Through special program activities, JDS fellows or related organizations in the relevant countries build a network for future activities of researchers and organizations from Japan and overseas.
- (c) JDS fellows will gain the necessary support within a limited period to engage in school research and smooth communication with related persons, and to attain their goals.

Many universities who have already accepted JDS fellows have already implemented field trips and seminars both in Japan and abroad by utilizing the special programs. Among them, field trips were particularly highly evaluated in the questionnaire to the JDS returned fellows.

When interviewing JDS fellows of Sri Lanka before traveling to Japan, many comments were made regarding their expectations for internships at Japanese government organizations and private companies in order to deepen their knowledge of their specialized fields. In addition, in response to comments from these fellows, JICA Sri Lanka Office requested the agent to meet the expectations of fellows. Some host universities offer internships at private companies as part of their training programs, therefore it is important to share these good practices with other universities and strive to provide fellows with internship opportunities will be important.

As well as continuous encouragement by the agent for the use of special programs at each university, it is expected that appropriate consultation should be provided by the agent to the universities so that the universities can provide useful programs that will contribute to the above purpose under the JDS project.

2-6. Monitoring, Guidance and Counseling

2-6-1. Implementation System

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

2-6-2. Guidance and Counseling

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

2-6-3. Monitoring Meeting

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

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

Regular monitoring uses a monitoring sheet, and it is necessary to write comments from JDS fellows, monitoring staff, and academic advisors on the monitoring sheet so that the situation of each fellow can be grasped on one sheet.

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

2-6-4. Response in Case of Emergency

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

In addition, the e-mail delivery system and the safety confirmation system are provided so that information on the safety and whereabouts of all the fellows can be consolidated promptly and

accurately even if phone lines are disconnected while large-scale disasters and other emergencies happen.

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

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

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

2-7. Follow-up Activities

The objective of JDS is “for young administrative officials who are expected to be involved in socio-economic development of Sri Lanka and play important roles in the future, and who have returned home after obtaining the relevant degrees to contribute to solutions of development issues of Sri Lanka as core personnel after obtaining the degree (i.e., master’s degree and doctoral degree) in graduate schools in Japan as well as to the future partnership between Sri Lanka and Japan through personnel network construction.” In order to achieve this, it is necessary to work on their acquisition of specialized knowledge, research activities, and construction of personnel network through studying in universities in Japan as well as various follow-ups for JDS fellows who are studying in Japan and those who returned home. Effective follow-ups largely depend on the understanding and cooperation of the Government of Sri Lanka, parties concerned with the project, and subjective efforts.

Since the first-batch JDS fellows visited Japan in 2010 through JDS in Sri Lanka, the number of fellows who have returned home after acquiring a master’s degree has been 137 as of March 2021. The first person who is scheduled to acquire a Ph.D. discharged in March 2021. The number of fellows who have returned home, have been promoted to higher positions (e.g., Assistant Secretary), and play vigorous parts within the Government of Sri Lanka after the elapse of 11 years since the commencement of the project is steadily increasing.

Moreover, in order to achieve the objective of JDS, it is necessary to support returned JDS fellows so that they are able to assume positions and promotions contributing to the development of Sri Lanka. It is significant for the Operating Committee on the side of Sri Lanka to share information

about the previous JDS project outcomes and operational statuses for JDS returned fellows with target organizations and to request that target organizations provide cooperation such that they will give consideration to reinstatement of such fellows and assignment of the same to important posts by insisting that such fellows are able to contribute to development of Sri Lanka.

(1) Follow-ups for JDS fellows who are studying in Japan

For recent years, in addition to follow-ups by their organizations, various and creative follow-up activities for JDS fellows who are studying in Japan are provided: (i) enhancing awareness for missions given to the JDS fellows; (ii) intermediate group training (Pre-return training) that fosters identities of the JDS fellows; (iii) holding exchange events with Japan's administrative officials; (iv) co-sponsoring of workshops with universities of JDS; and (v) provision of opportunities for JDS fellows whose study area is related to the trainings in Japan implemented under the JICA's technical cooperation projects to participate in such trainings. It is of importance to continue to implement the aforementioned efforts in the future as well.

(2) Follow-up activities of JDS fellows after coming back home

Follow-up activities for the JDS returned fellows implemented within the third phase and future planned activities are summarized as follows.

[Enhancing of networks among JDS returned fellows]

Approximately 50 JDS fellows who have returned home participated in a farewell party for fellows visiting Japan in FY2017 for the purpose of enhancing the vertical and horizontal networks beyond the year of studying aboard among the JDS returned fellows, maintenance and fostering of fellows who feel a familiarity with Japan, as well as follow-ups for such fellows. Many of the returned fellows have requested the establishment of alumni associations. However, the returned fellows have not taken initiatives to establish alumni associations or form related groups. On the other hand, according to some opinions, the returned fellows are scattered across all of Sri Lanka and thus, it would be difficult for them to participate in gatherings in Colombo, the capital. When local explanatory meetings were implemented through solicitation screening in FY2019, meetings comprising a small number of the returned fellows residing in each region were held, in which information was exchanged among them. In response to Sri Lanka's Easter Sunday bombings in April 2019 and COVID-19 in 2020, it is difficult to hold events at which people gather. However, the project will try to enhance the system for network building that allows the returned fellows to exchange relevant information and use knowledge and experience fostered through striding abroad in the future as well.

[Reporting meeting/ session for JDS returned fellows]

After JDS fellows have returned home, a debriefing session will be implemented within a year. In such session, the fellows will report to the Operating Committee on the status for achievement of project goals (acquisition of specialized knowledge relating to development issues through

obtaining a master's degree). In addition, they will also report to the Committee on research outcomes and career plans as well as action plans using such outcomes, as well as results concerning personnel network construction in Japan. Parties associated with their organizations, senior JDS fellows, professors at Japanese universities who are visiting Sri Lanka for university interviews (the second selection stage of JDS), and parties concerned with the Operating Committee will be invited to such session. Creative and tactful measures will be considered and adopted for the reporting session so that a new network will be built with parties concerned with Japan as well as the returned fellows and senior fellows through such sessions.

Chapter 3. Evaluation of the JDS Project and Recommendation

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

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

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

Gotabaya Rajapaksa, the President of the Democratic Socialist Republic of Sri Lanka, who assumed office in November 2019, publicly announced “the National Policy Framework Vistas of Prosperity and Splendour (2020-2025)” which is the national strategy as described in 1-1-5. “Development Plan” before. Such strategy comprises 10 important items including social and economic development as well as sustainable environmental management, and the JDS development issues are matched with the needs by Sri Lanka.

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

According to the Country Assistance Policy for Sri Lanka formulated in January 2018, “Promotion for high-quality growth giving consideration to inclusion” is a basic policy for assistance of Japan and three priority areas (“high-quality growth promotion,” “development assistance giving consideration to inclusion,” and “mitigation of vulnerability”) exist. Cooperation direction has been analyzed in the “JICA Country Analysis Paper of Sri Lanka (March 2020)” in accordance with the aforementioned policy.

This project is positioned as a project to develop core human resources who will play a central role in each field in order to respond to the following development issues, and is in line with the cooperation policies of Japan and JICA.

Priority areas and development issues of JDS are set to match the aid policies of the Japanese government, showing a very high degree of consistency.

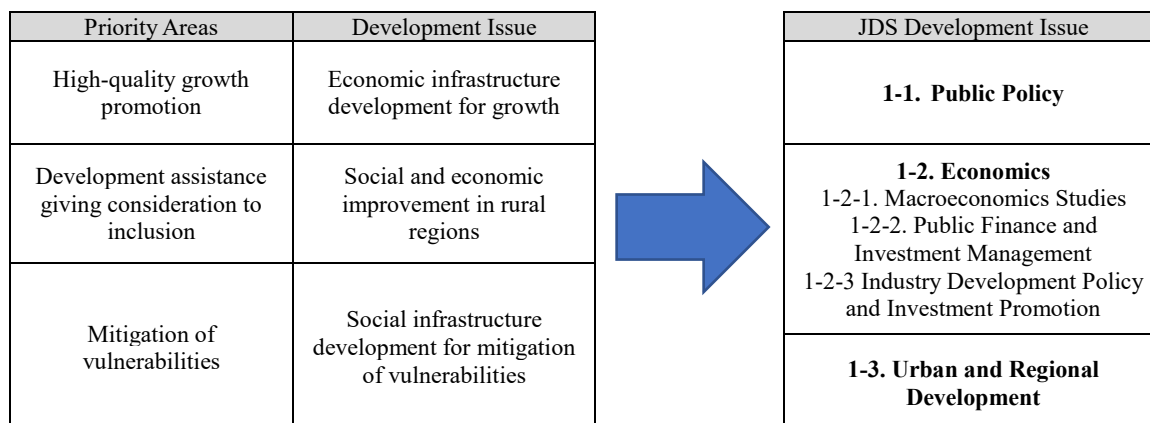


Figure 7: Relevance between Japan’s aid policy to Sri Lanka and JDS framework

3-1-3. Feasibility of Providing Grant Assistance through JDS

Target countries for grant aid are determined with reference to the criteria for an interest-free loan qualified country (GNI per capita⁷⁶) of the International Development Association (IDA) of the World Bank Group. A target case is determined on the basis that though a project is a basic area necessary for nation-building and poverty mitigation, it is difficult to conduct such a project with the relevant government's own funds or borrowed funds. Grant aid contributes to nation-building toward the autonomy of the recipient country, broadly in collaboration with technical assistance and interest-bearing loan projects conducted by donors, including Japan.

The GNI per person of Sri Lanka in 2019 was 4,020 dollars, and Sri Lanka is considered to be a lower middle-income country according to the classification of the World Bank and goes beyond the standard of an IDA lending eligible country (interest free). In Sri Lanka, in addition to a delay in infrastructure development that forms the basis of economic growth, improvement of social service quality, countermeasures against natural disasters, and development of the least developed regions, including regions impacted by internal conflict over about 26 years, are problematic. In light of such situation, JDS provided under grant aids are appropriate.

Moreover, Japan's assistance contributes to the promotion of economic growth, the improvement of the activity environment of Japan's enterprises advancing in Sri Lanka, and the promotion of efforts for national reconciliation after civil conflict. Such assistance also remarkably contributes to establishing and stabilizing of democracy in the South Asian region as a whole and is also of significance from the standpoint of contributing to stable marine transportation routes.

Furthermore, in JDS, which targets young administrative officers who are in charge of policy planning and implementation of socio-economic development, JDS fellows are expected to become future leaders with a feeling of familiarity with Japan. JDS fellow as a person who understand Japan well, could also be a valuable diplomatic asset for strengthening bilateral relationships.

3-2. Expected Effect of JDS Project

The effect of the human resource development program is expected to manifest itself in the long term. Therefore, the project goal which is to be reached at the completion of the project, is that "the capacity of human resources engaged in the development issues improves." In addition, overall goal is "to improve the competence of related administrative agencies concerning the development issues" through the effective use of the knowledge and experience acquired by the returned fellows to their organization. Through these, it is expected ultimately "to contribute to solving the development issues of their home country."

The appropriateness of implementing the JDS in Sri Lanka will be evaluated on the basis of this

⁷⁶ World Bank (<https://ida.worldbank.org/about/borrowing-countries>)

preparatory survey, and will eventually be reviewed by the Japanese government. It is, however, necessary for the Sri Lanka government dispatching JDS fellows to provide support during their study and after their return and, in addition, for the accepting universities to provide a curriculum that makes contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project goal will continue to be promoted.

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

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

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

Regarding the other indicator, “policy formulation and implementation by utilizing the study outcomes of JDS returned fellows,” in Sri Lanka, the conditions for promotion are set within the government, but in general, there is a system for promotion which is so-called “seniority system”. It is important for JDS fellows to return to their organization before studying in Japan or to a post where they can utilize their knowledge gained from Japan, and it is expected to promote each government organization to utilize the knowledge and abilities of JDS fellows which are acquired in Japan.

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

be leaders of the country.

3-3. Comparison with Other Scholarship Programs Provided by Other Donors

The JDS basic research analyzed the factors that contribute and hinder the effective progress and achievement of the JDS project, in comparison with other donor’s scholarship program. Based on this the factors in terms of JDS Sri Lanka are summarized as shown in the table below:

**Table 24: Examples of factors that affect the achievement of JDS Sri Lanka
(Findings from JICA basic research)**

Items	Contributing Factors	Inhibiting Factors
Recruitment, selection, before coming to Japan.	<ul style="list-style-type: none"> Highly transparent selection University faculty members conduct local interviews and contribute to the selection of appropriate human resources. Acceptance field meets development needs Recommendation for application by the partner government 	<ul style="list-style-type: none"> Work experience is required Limited target organizations / fields Long selection period There is little pre-training for improving English There is no training to learn Japanese culture and language Strict rules during study abroad
During the arrival in Japan	<ul style="list-style-type: none"> Providing high-quality educational opportunities in Japan Living support for JDS fellows 	<ul style="list-style-type: none"> Low awareness by Japanese ministries
After returning home	<ul style="list-style-type: none"> Building a network between returned fellows and the accepting universities There are regulations for returning to work. The Japanese government is working on the appropriate allocation of returned fellows to the partner government 	<ul style="list-style-type: none"> Undeveloped mechanism for Japanese government and companies to utilize returned fellows As there is no way to obtain information from Japan, it is difficult to have an identity as a “JDS returned fellow.”

One of the major comparative advantage of JDS is that 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. Though the average completion rate of Japan’s master’s program for the past 10 years (2008-2017) is 87.8 percent that of JDS is 98.7⁷⁷ percent for the past 20 years.

⁷⁷ The degree acquisition rate in 13 countries covered by the basic research in FY2019.

Moreover, when hearing about the comparative advantages of JDS and study programs in Japan from those who have studied abroad in Sri Lanka, they noted such as “JDS fellows have opportunities to learn the knowledge to strengthen the relationship between Japan and Sri Lanka through the Pre-return training, etc.” and “I was able to have a valuable experiences by having the opportunity to visit research institutes and private companies related to research by the graduate school”. It is worth noting that these points were mentioned as the comparative advantages of studying in Japan. Regarding the negative factors, it was pointed out that it was difficult to communicate in Japanese and that there were few opportunities for internships. In response to these opinions, the Japanese language training period has been extended to 100 hours from JDS fellows 2021 coming to Japan, and the project are considering internship opportunities. The project will continue to pay attention to the opinions of fellows and it is necessary to consider countermeasures.

3-4. Project Evaluation Indicator Data

The following table shows the proposed indicators for the project results and impact of JDS in Sri Lanka. The bachelor’s degree rate of JDS fellows in Sri Lanka has reached 100%. As of May 2021, the percentage of fellows returning to their government organization is 100% for all fellows, and the percentage for director level and above is about 45% overall.

Table 25: Project evaluation indicator data on JDS Sri Lanka (As of May 2021)

Inaugural year		2010 (Batch 1 was dispatched in 2010)
Number of Slots per year (2010-2020)		15 Masters (from 2010) 2 Ph.Ds (from 2018)
Fellows accepted	Total	171
	Sex	Male:81, Female:90 (52.6%)
	Average age	34.99 years old (upon arrival to Japan)
Returned fellows	Total	137
	Fellows who obtained degree	137
	Fellows who failed degree	0
	Completion rate	100 %
Organization type (arrival)	All	Public service 171 (100 %)
Organization type (after return)	All	Public service 137 (100 %)
Ration of management level (upper than director)	All	60 (45 %) ⁷⁸

Looking at JDS fellows classified by service category among officers (executive), 129 JDS fellows out of 171 (i.e., 75% or more) belonged to three service categories (i.e., SLAS, SLPS, and SLAcS)⁷⁹ as elite officers. As far as service categories other than the three service categories are concerned, in many cases, officers tend to belong to the Sri Lanka Engineering Service, Sri Lanka

⁷⁸ The two JDS returned fellows who passed away after their return are excluded from the number of director level and above.

⁷⁹ Refer to “1-3-1. Public service system”

Agriculture Service, and Sri Lanka Scientific Service, which are technical services for which such officers have studied abroad in the field of Component 1-4 “Urban and Regional Development.”

The 25% of JDS fellows who belong to categories other than the above three include Semi Government officers (such as NBRO) and officers⁸⁰.

Table 26: Number of officers (executives) in three service categories (Phase)

Service Category	Phase 1	Phase 2	Phase 3	Ph.D	Total
Sri Lanka Administrative Service	34	29	23	1	87
Sri Lanka Planning Service	11	6	2	1	20
Sri Lanka Sri Lanka Accountants’ Service	8	8	5	1	22

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

Table 27: Items indicating qualitative effects of JDS (Proposal)

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

3-5. Evaluation of the Past JDS Project

According to the survey in question, in order to investigate the development of effects, in addition

⁸⁰ In the second phase, officers (responsible for mainly assistant tasks) were able to apply, but from the phase 3 the target was narrowed to administrative officers only.

to a data analysis survey in line with quantitative indicators described in “3-4. Project Evaluation Indicator Data (Indicators Related to JDS Project Outcomes and Impact),” indicator items for qualitative effect measurement based on performance indicators were set. Information on good practice was collected as follows by obtaining questionnaires and opinions from returned fellows and vigorously played active roles in home countries and the institutions with which they were affiliated after studying aboard via JDS project.

(1) Acquisition of degrees by JDS fellows and necessary knowledge and skills

The rate for completion of assignments by Sri Lanka JDS fellows until May 2021 is 100%. “Acquisition of Master’s Degrees,” one of the conditions, has been satisfied. Through a questionnaire prior to returning home, the question of what changes fellows felt after studying abroad was asked. Many replies included improvement of “academic research and analysis abilities,” “leadership,” “problem solution abilities,” etc. Based on the aforementioned result, it can be observed that students from Sri Lanka have become confident concerning the aforementioned items by studying aboard.

Moreover, via questionnaires and visitation interviews from the Operating Committee Members on the side of Sri Lanka and targeted institutions, for Sri Lanka JDS returned fellows to vigorously play active roles and make contributions within organizations of the Government of Sri Lanka to which they belong is highly evaluated. Abilities necessary for public servants are improved through studying in Japan. Through using such abilities, JDS fellows contribute to the organizations with which they are affiliated within the Government of Sri Lanka and to solution of development issues in Sri Lanka through use of such abilities. This is one of outcomes of the JDS project. After returning home, it is significant for JDS fellows to contribute to enhancement of organizations of the Government of Sri Lanka and solution of development issues in Sri Lanka through use of the aforementioned abilities.

(2) Promotion rate and formation of critical mass

Regarding JDS returned fellows to Sri Lanka as an outcome up to Phase 3, information demonstrating there are 60 returned fellows and had been promoted to posts at the section-chief level or higher, including a single person in the Special Grade, is provided in “1-1-3. Outcomes and Issues concerning JDS Sri Lanka Project.” As described above, the number of returned fellows and assumed positions in the section-chief level or higher during the four years since 2017 (when the current phase commenced) was 22 to 60, which was a remarkable increase. Based on such result, it can be confirmed steady outcomes have emerged as the years have passed.

In terms of critical mass, elite officers including SLAS of Sri Lanka are transferred on a multi-year basis not only at central ministries and government offices but also at regional posts, without staying in fixed ministries and government offices. Therefore, it is difficult to form critical mass without relevant organizations. However, it was confirmed that a cross-sectional critical mass exists within the Government of Sri Lanka.

A question about the merit of having JDS fellows work within the Government of Sri Lanka was given to a JDS returned fellow who became an Assistant Secretary of Presidential Secretariat of Sri Lanka. Such fellow replied that “when official messages are to be conveyed from the Executive President to the Government of Sri Lanka, and when many JDS returned fellows work for government agencies, such network has proven to be an extremely effective conveyance channel.” Based on this reply, it was confirmed that the network of JDS returned fellows work has been formed within the Government of Sri Lanka in a cross-sectional manner, and such network has created a favorable influence through effective use of such network within the Government of Sri Lanka.

(3) Contribution to solution of development issues in Sri Lanka

In relation to contribution to solution of development issues in Sri Lanka, it was confirmed that JDS fellows are involved in important policymaking for the Government of Sri Lanka. Corresponding good practices are described as follows.

- During the period from 2015 through 2018, a JDS fellow who returned home worked as an Assistant Secretary at the Development and Special Project Section of the Presidential secretariat of Sri Lanka. He was in charge of five national programs related to environmental protection, prevention of drug abuse, prevention of chronic kidney diseases, child protection, and sustainable schools. Such student was also involved in a five-year plan for each program.
- A JDS returned fellow was involved in policymaking at various ministries and government offices. When he participated in formulation of national industrial policy as a Senior Assistant Secretary (in charge of development) of the Prime Minister’s Office, in particular, he was involved in policymaking for the small- and medium-enterprise sectors.
- A JDS returned fellow was involved in policymaking of the level covering all areas and Districts within Uva Province as Commissioner of Uva Provincial Council of the Ministry of Provincial Councils and Local Government.

(4) Case examples of use of research of Master’s courses

In relation to contributing to solution of development issues in Sri Lanka, it was confirmed that case examples involving use of the content of research from master’s courses existed. Corresponding good practices are described as follows.

- A JDS returned fellow whose master’s thesis was related to evaluation of education policy was able to set relevant targets and establish the monitoring system of the education sector team through use of knowledge related to such evaluation of education policy.
- When a JDS returned fellow became a member of the working committee for preparation of the national policy for industrial development, he was able to contribute to policymaking through use of the knowledge gained in research at the public policy graduate school.

- A JDS returned fellow conducted investigation research related to comparison of poverty in housing development sectors and that in rural society sectors while he was studying abroad via JDS project. Such student felt that the aforementioned research was of great use in deepening understanding of such sectors.

(5) Contribution to enhancement of the relationship with Japan as pro-Japanese persons

In relation to contribution to enhancement of the relationship with Japan as pro-Japanese persons, the following case examples were confirmed: (a) case examples in which JDS returned fellows actively play vigorous roles in forming projects with the JICA Office and constructing cooperative relationships with such Office; and (b) case examples in which JDS returned fellows contributed to enhancement of business relationships with Japanese companies. Corresponding good practices are described as follows.

- A JDS returned fellow assumed the position of Deputy Director for the “Rural Infrastructure Development Project in Emerging Regions (RIDEP),” which was the Rural Infrastructure Development Project in Emerging Regions (RIDEP) funded by JICA. In order to improve people’s lifestyles as well as to raise the lifestyle level through improvement of basic infrastructure, such as of the Uva Province’s local roads, small to medium-size irrigation facilities, and water supply facilities, such fellows provided JICA Sri Lanka Office with cooperation through such project.
- At the former Ministry of Development Strategies and International Trade, a JDS returned fellow conducted the policy dialogue involving both Sri Lanka and Japan and proposed a comprehensive partnership between the two countries for promotion of direct investment by Japan through a joint declaration. During this process, such student served as a person responsible for supervising progress with dialogues for policies between Sri Lanka and Japan as the Deputy Director (for planning) at the then-current Ministry.
- A JDS returned fellow was invited to a symposium sponsored by JASSO in 2017 and participated in activities for promotion of studying abroad. Moreover, he publicly announced outcomes of joint research with his academic advisor while studying abroad via JDS project.

(6) Practice of knowledge and skills gained in Japan

Many JDS fellows comment that they learned not only academic matters but also employment morality, the way of working, etc. in Japan via an evaluation meeting before returning home. There are two JDS returned fellows who were nominated in “Integrity ICON 2020” in 2020 as described in “1-1-3. Outcomes and Issues concerning JDS Sri Lanka” through use of what they learned while studying in Japan. One of them won the first-place prize.

Questionnaire results from JDS returned fellows and vigorously played active roles after studying abroad via JDS project are introduced as follows.

Case 1. Mr. Arandarage Mayura Prasad Arandara

Studied at International University of Japan, Graduate School of International Relations from 2013 to 2015 and studying at Hiroshima University Ph.D program from 2020.

Designation: Commissioner of Corporative Development at Sabaragamuwa Provincial Council

After return to the country, I developed my career in the field of education. I worked as Assistant Secretary of Development and Special Project Division of Presidential Secretariat from 2015 to 2018. We coordinated five national programs on Environmental protection, Drug prevention, Chronic kidney disease prevention, Child protection, and Sustainable schools. We prepared five-year plans for each program with relevant stakeholders and I could join in all those policy forming discussions

After three years working at Presidential Secretariat, I moved to Sabaragamuwa Provincial Council and worked as the Commissioner of Cooperative Development. There introducing ICT to enhance service delivery we developed a web-based system for Cooperative employees' pension fund. Meantime we participated as members of national forums on the amendment of the Cooperative Act and drafting the Regulatory act of Financial Cooperatives. Further, I could join in discussions on forming a National Cooperative policy.

I got a distinction pass for my thesis, achieved Dean's certificate for outstanding academic performance, became the batch top of my school, and did the valedictorian speech. Also I have directly guided 6 of my peers and juniors to be selected in the JDS program

I joined networking sessions of conducted by JICA and I am pleased that one of our proposal has now being implemented as JDS/LTTP cooperation program.

3-6. Issues and Recommendations

The issues and recommendations of JDS Sri Lanka obtained through this survey are as follows.

(1) Implementation system

At the Operating Committee during the next phase, ERD will take the initiative by continuing to act as chair. In Sri Lanka, since commencement of the Project in 2009, projects have been stably implemented with a central focus on ERD, which was an implementation institution for projects for JDS project. Based on initiative by ERD, which functioned as a donor liaison office for economic cooperation of the Government of Sri Lanka and government official training projects, relevant projects were managed and superior international students were dispatched to Japan each year. In order to conduct activities for recruiting competent candidates for JDS fellows in a strategic manner, it is of importance to closely contact the Ministry of Public Services, Provincial Councils and Local Government having jurisdiction over the civil service system continuously as well as to lead to implementation of more effective recruitment activities.


Moreover, in relation to JDS returned fellows after completion of study abroad, the Sri Lanka side agreed with the side of Japan regarding proactive monitoring and follow-up through the survey in question. The Investigation Team proposed to request that the side of Sri Lanka assign JDS fellows to departments in which they would be able to use their knowledge related to specialized fields gained through studying abroad. Some JDS returned fellows are dissatisfied with the fact that they are not able to use their specialized knowledge due to their assigned positions after returning home. Thus, it is significant for the side of Japan to continue to propose to the side of Sri Lanka appropriate assignment of JDS returned fellows and implementation of monitoring of such assignment.

In addition, in order to enhance JDS project's diplomatic effects to the highest level yet, the Investigation Team proposed to the side of Sri Lanka that the Foreign Ministry of Sri Lanka be added as a Operating Committee Member during the next phase. The side of Sri Lanka consistently showed a belief that there was little necessity for official participation by the Foreign Ministry of Sri Lanka. As a reason therefor, in relation to economic cooperation, currently, ERD is a liaison office for the Government of Sri Lanka through collaboration with the Foreign Ministry of Sri Lanka. In addition, if the number of the Operating Committee Members is further increased, it is apprehended that approval processes at the Operating Committee will become more complex and will take longer to gain approval. The Investigation Team made an approach for observer participation in lieu of official membership. However, the side of Sri Lanka explained that there was no necessity therefor. By ultimately respecting the intentions of the side of Sri Lanka, an agreement based on the aforementioned system was reached.

(2) Target group

As mentioned in “1-1-2. Current Situation and Issues of the JDS project”, as the number of development issues which require donors to deal with countries where JDS is being conducted is likely to decrease as target country developed, JDS basic research (FY2019) suggested that “JDS needs to be implemented with the focus of each target organization and human resources shifting based on the three stages of development.”,

Table 28: Changes in the focus of human resource development and the targets that JDS should bear by the development stage⁸¹

Assumed Stage of the Partner Country	A. Many development issues The framework in line with Japan's Country Development Cooperation Policy = Current JDS program	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in Public service who address development issues (Responding to development issues)	Development of core human resources in public service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government officers who serve as a bridge between the partner country and Japan (Expected diplomatic benefits)
Targets of JDS	<ul style="list-style-type: none"> - Open recruitment - Young government officers (at government offices whose duties include policymaking and planning, as well as sectoral government offices), university faculty members 	<ul style="list-style-type: none"> - Target to recruitment from government offices or departments whose duties include policymaking and planning - Introduce reducing number of slot or cost-sharing between the partner country and Japan - Designating target organizations or departments under the Japanese special slot 	<ul style="list-style-type: none"> - Ministries, organizations, or departments agreed upon between the partner country and Japan - Cost-sharing agreed upon between the two countries
the current position of JDS Sri Lanka			

Through the survey in question, the framework was reviewed and established based on the condition that officers (executive) who were influential for development issues in Sri Lanka would be main targets. As a result, the transition model proposed through fundamental research—that is, at the first stage (A)—targeting “fostering of public servants engaging in development issues” was determined to be shifted to the second stage (B): “development of public servant personnel who are influential for development issues.”

In the future, in the midst of implementation of projects during Phase 4, when reviewing future targets for further realization of project impacts, one proposal is to review shifting from the second stage (B) into the third stage (C). That is, in light of diplomatic effects, such review will be conducted taking into consideration of setting of framework in which targets are to be narrowed down.

⁸¹ Basic Research Report on “JDS Effect Verification”, February 2020, International Development Center in Japan.

(3) Formulation of strategies for recruitment and screening with the aim of formation of critical mass

According to the survey in question, in order to express outcomes via JDS project, definition of critical mass was tried in Sri Lanka. At the same time, strategies for recruitment and screening via JDS project were reviewed as follows.

i) Defining critical mass

Through the JDS project preparatory survey⁸² in question in FY2019 among 5 countries, defining “formation of critical mass via JDS project” was attempted. The extent to which JDS returned fellows and became enrolled at each institution is applicable is determined by how influential they are in decision making at each institution. It was intended to obtain numeral information regarding this matter. Despite the fact that there remains room for discussion in the future, provisional desired values were set; “JDS returned fellows and are pro-Japanese persons will ideally account for 30% of organizational executive posts (with at least 20% achieved).”⁸³

Moreover, in Sri Lanka, analysis for formation of critical mass for each organization to which JDS fellows belong through use of the aforementioned analytical method was attempted. As a result, as described in “1-3-1. Public service system,” based on the personnel system unique to Sri Lanka, SLAS elite officers transfer their posts within the Government of Sri Lanka and build their careers. Thus, it was revealed that it would be difficult to measure the critical mass of each organization.

Therefore, in order to review how critical mass is to be measured through a personnel system unique to Sri Lanka, typification was tried through use of a typification model in Figure 8 created through fundamental research. As a result, it has been discovered that “Typification (4): Formation of cross-sectional critical mass at the country level due to the fact that graduates assume important positions in ministries and government offices” is matched with cases of Sri Lanka. On the other hand, when such typification is used, it is difficult to determine desired values (at least 20% achieved) from among the number of organizational executive posts. The percentage of JDS fellows to whom either SLAS, SLPS, or SLAcS is applicable among JDS fellows up to the time of May 2021 is 1.5% (about 130 persons) among all 8,300 officers (executive) in three service categories. Assuming this, one of the proposals is to aim at 3% over the next ten years (about 300 persons).

⁸² Conducted in Uzbekistan, Laos, Mongolia, Tajikistan and Myanmar.

⁸³ " Preparatory Survey on the Project for Human Resource Development Scholarship in Central Asia(Wide Area) Uzbekistan", Japan International Cooperation Center, June 2020

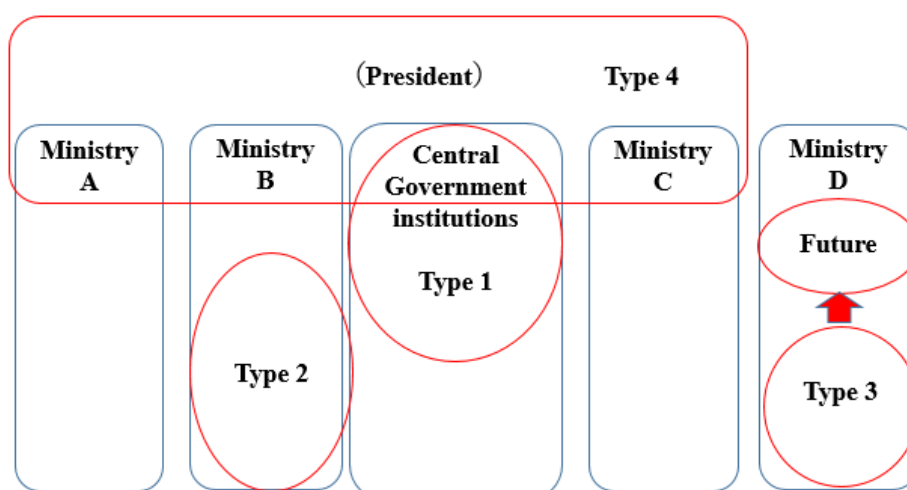


Figure 8: Typification for formation of critical mass by JDS returned fellows⁸⁴

Based on the aforementioned results, JDS Sri Lanka focuses upon the fact that pro-Japanese officers (executive) will cross-sectionally and collectively become more influential in core organizations of the Government of Sri Lanka. Moreover, follow-up activities will continue so that the network emerging after studying abroad will not be disrupted. This is a key factor. The JCP Program that the JICA Sri Lanka Office initiated in January 2021 is a successful example. It is important to proactively implement such activities.

Furthermore, JDS project traces movements for JDS returned fellows as follow-up activities, and a related list has been updated, which clearly distinguishes national-expense international students. For concerned parties, such as the Government of Japan and private corporations, to lead to specific projects through use of such list constitutes an outcome of JDS project. Thus, it is significant to review strategies for creating a framework regarding which parties concerned with Japan are able to use JDS project in the future.

ii) Recruitment Strategies

In order to form critical mass, it is important to enhance recruitment activities in central core ministries and government offices (e.g., the Ministry of Finance (Sri Lanka) and associated departments, the Ministry of Provincial Councils, Local Government & Sports, and Ministry of Home Affairs) to which many SLAS, SLPS, and SLAc belong and which have many of their personnel apply for JDS as well as counterpart agencies for projects for which JICA provides cooperation and assistance.

(4) Method for recruitment

Whether or not the global spread of COVID-19 since January 2020 will impact recruitment in 2021 and in the future as well cannot be predicted at the moment. However, in light of the then-

⁸⁴ Basic Research Report on “JDS Effect Verification”, February 2020, International Development Center in Japan..

current situation, it is necessary to review the following measures flexibly within the possible scope.

In relation to securing competent candidates, promotion seminar for recruitment as conventionally implemented and guidance for potential candidates via SNS, etc. will be enhanced. It is important to continue to perform steady recruitment through use of multi faced channels. Examples include public relations via the Embassy of Japan in Sri Lanka and the JICA Sri Lanka Office that are the Operating Committee Members on the side of Japan, public relations via the website and Facebook of the Embassy of Japan in Sri Lanka, use of SNS for all targeted institutions, and word-of-mouth support from JDS returned fellows.

Furthermore, regarding public relation for recruitment, in order to promote JDS project branding, it is significant to demonstrate JDS project strengths: (a) introduction of JDS returned fellows and actively play vigorous roles; (b) provision of opportunities for studying abroad for doctoral courses as well as those for studying for master's courses; and (c) a meticulous support system for assigning a person in charge of monitoring each fellow.

No students have ever studied at Nagoya University, where students are to be newly assigned to the finance field. Therefore, public relations through word-of-mouth support cannot be expected. In Sri Lanka, word-of-mouth information from returned fellows is strongly influential for application. Thus, separately from university introduction conducted by implementation agencies, it is important to attempt to hold individual university promotion seminars provided by parties involved with universities after obtaining the cooperation of universities.

In relation to promotion seminar for recruitment at targeted institutions, if it is difficult to hold such meetings at which numerous people gather due to the impact of COVID-19, flexible responses should be reviewed, such as holding explanatory meetings with a small number of people or online promotion seminar.

In relation to recruitment recommendation for candidates in local regions, in order to promote such recommendation for more local candidates, when holding promotion seminar for recruitment in local cities, extensive public relations activities should be undertaken. This is because information may not reach young employees only if recruitment materials are merely transmitted to local targeted institutions such that cooperation can be obtained continuously through visiting local governments of Sri Lanka. At the same time, it is important to hold promotion seminar for recruitment in each local area while obtaining cooperation by JDS returned fellows and work for the local governments of Sri Lanka.

Moreover, from the standpoint of reducing disparities among ethnicities, in order to increase applicants among the Tamils, it is of significance to perform the following measures: (a) further enhancement of public relations in the northern and eastern areas in which the Tamils mainly reside; (b) improvement of the degree of recognition for JDS project among the Tamils; and (c) enhancement of recruitment recommendation through use of a tool for public relations in Tamil

as well as in English and the Sinhalese language. It is also significant to expand websites in the Tamil language, etc. that draw the attention of the Tamils.

(5) Increasing of the number of applicants among the Tamils

According to the survey in question, an attempt to increase applicants among the Tamils was discussed with the Operating Committee Members anew. As a result, from the standpoint of reducing disparities among ethnicities, in order to increase applicants and successful applicants among the Tamils, it was confirmed that the Operating Committee Members demonstrated an intent to further augment recruitment recommendation through: (a) further enhancement of public relations in the northern and eastern areas in which the Tamils mainly reside; (b) improvement of the degree of recognition for JDS project among the Tamils; and (c) enhancement of recruitment recommendation through use of a tool for public relations in Tamil as well as in English and the Sinhalese language. They preferred the aforementioned methods in lieu of an approach for attempting to allocate desired value of the annual number of international students, the framework for studying aboard, etc. Opinions were obtained to the effect that expansion of websites in the Tamil language, etc. for drawing attention of the Tamils as well as dissemination of relevant information via official channels through ERD would be also necessary.

Moreover, as for the reason why the number of those applying for JDS project has been low thus far, the Operating Committee Members mentioned that problems concerning religions, customs, culture, gender, etc. as well as the language barrier (i.e., the Tamil language) could be assumed as a factor that they have difficulty to leave their family in their country while their studying abroad or prevents women from studying abroad. Therefore, they desired to have such problems investigated and analyzed continuously. Therefore, it is essential to investigate and analyze factors for promoting recruitment of application by the Tamils and factors hindering the same through project administration during Phase 4 continuously and to reflect the results thereof in the project.

(6) Screening method

As an issue for screening in Sri Lanka, in light of the personnel system for officers (executives) in Sri Lanka (i.e., the personnel system for rotating of personnel in all ministries and government offices and local agencies in a cross-sectional manner), there were many research plans of candidates that were remotely related to service categories to which they belonged and that would not allow them to use research results in the future. Therefore, according to the survey in question, in relation to evaluation items conventionally used in a comprehensive interview (final examination) commonly shared through JDS project implementation in countries, review and improvement proposals were made in line with the purpose of JDS project and the personnel system of Sri Lanka.

Furthermore, with the aim of accepting personnel whose outcomes from JDS fellows aboard can be maximized, the survey team offered to the Operating Committee a proposal for improvement of evaluation items. In this way, candidates who are quite eager to study in Japan can be screened

for. Through creativeness of project administration customized in conformance with Sri Lanka as such, it is important to promote “fostering of pro-Japanese leaders” who take the initiative for solution of development issues in Sri Lanka, in lieu of a system for merely providing opportunities for studying abroad for an unspecified number of people.

(7) Collaboration with other ODA projects

Since JDS project is to be implemented as an ODA project, the JDS project does not focus upon individual scholarship programs. As is the case with other projects, the JDS project is based on “investment in development” related to contributions to prioritized areas of the Country Development Cooperation Policy in Sri Lanka. Based on this viewpoint, it is important to further collaborate with other ODA projects. That is, examples of such collaboration are familiarizing employees within the JICA Sri Lanka Office and specialists with the Project, recruitment recommendation for JDS project of competent Sri Lankan personnel, and proactive use of the network of alumni associations for JICA projects. In particular, in order to promote cooperation with ongoing technical cooperation projects, it is important not only to share information closely with active JICA experts, but also to provide opportunities for experts to discuss directly with JDS returned fellows.

Therefore, there is an idea that information about projects and JICA experts related to JDS project should be organized through the following matrix and such organized information should be shared with parties associated with the JDS project.

Table 29: JICA Project collaboration review table (Example)

Component	Acceptable University	Expected Research Theme	Priority area Development issues
Public Policy and Finance	International University of Japan Meiji University	Social Service	Economic infrastructure development for growth
Public Finance and Investment Management	Nagoya University	Improvement in Investment and Policy Livelihood Improvement	Economic infrastructure development for growth
Urban and Regional Development	University of Tsukuba University of Tokyo	Agriculture and Fishing Promotion	Social and economic improvement in rural regions
		Water Supply, Environmental Improvement, Disaster Risk Management Countermeasure for Climate Change, Disaster Risk Management	Social infrastructure development for mitigation of vulnerabilities

In addition, opportunities for Japanese corporations to invest in Sri Lanka are expanding. Therefore, creation of an environment and strategies that allow Japanese companies as well as parties associated with ODA projects to use JDS returned fellows by increasing opportunities for exchange with such persons should be reviewed. In this regard, while obtaining cooperation by the JETRO Colombo Office and the Japan-Sri Lanka Chamber of Commerce and Industry, it is important to proactively review the aforementioned creation of an environment and strategies among parties concerned with projects on the side of Japan in the future.

(8) Comparative advantage over scholarship projects of other donors

In order to create comparative advantage over the scholarship projects of other donors, positive factors are required to be maintained and improved. In addition, negative factors are also required to be reduced. As described above, China exercises considerable influence by enhancing diplomatic relationships based on the Belt and Road Initiative concept and vaccine diplomacy through supplying COVID-19 vaccines. In the midst of this situation, the number of accepted international students from Sri Lanka is increasing. Other than that, the Australia Awards Scholarship, a scholarship project run in Sri Lanka for a long time, and the scholarship project of KOICA targeting officers (executive) and officers as is the case with JDS project have been implemented as well. Through such projects, young officers (executive) from major ministries and government offices have studied abroad. Under such circumstances, it is important to adopt a method for accepting international students that is unique to Japan, highlighting Japan's attractiveness and characteristics. In this way, JDS project branding can be attempted and truly amicable relations should be constructed.

Additionally, the following Table summarizes JDS project's comparative advantage against the Australia Awards Scholarship and the Chinese Government Scholarship Program. It is significant to appeal the attractiveness of JDS project to superior potential candidates through emphasizing JDS project's superior points as its strengths.

Table 30: The comparison examination between JDS and Australia Awards Scholarship

	JDS	Australia Awards Scholarship	Superiority	Description
Seats for Sri Lankan students	15 (Master)+ 2 (PhD)	20 to 35	-	
Recognition	Sri Lankan government recognizes JDS as one of the two major scholarships.	AAS has been conducted over the years and well known in Sri Lanka.	-	
Completion rate of scholarship	100%	NA	Superior	High completion rate of the scholarship is one of the successful points of JDS.
Degree Level	Masters, PhDs	Masters	Superior	Only few PhD programs provided for government officials.
Types of courses	Research work	Course work	-	Focusing on research work, and comparing their home country and Japan is meaningful in developing their country.
Eligibility	Young Government Officials	Widely opened to the private sectors such as enterprises, NGO, or international organization.	Superior	When the target is narrowed down to government officials, it is easier to contribute on policy matters after their return.
Capacity	Fixed.	Set yearly depend on the budget.	Superior	Fixed number can built continuous relationship between two countries. It also supports human resource development in Sri Lanka.
Assistance (Advisor)	Advisor is appointed to each students. Monitor the progress and provides 24-hour support.	One assistant is appointed to each university. Provides for academic, welfare support, or special needs including assist with visa.	Superior	Both have suitable supporting systems but JDS provides more overwhelming assistance.
Preparation program	Some university provide lectures on basic academic skills or writing thesis with special program budget.	One month of IAP(Introductory Academic Program) provides lessons for writing thesis, quoting, and researching methods.	-	Learning academic skills before starting at the university is really meaningful to improve the level of study.
Follow up strategies	JICA Sri Lanka Office starts "Follow-up program JCP" in 2021.	"Australia Global Alumni Engagement Strategy 2016-2020" was released in 2016. AAS has a comprehensive strategy targeted for all alumni.	Inferior	The follow-up activities by the Australia Global Alumni network has built influential global network.

Table 31: The comparison examination between JDS and Chinese government scholarship⁸⁵

	JDS	China			Superiority	Description
		Chinese Government Scholarships	IMPH Scholarship	MOFCOM Scholarship		
Seats for Sri Lankan students	15 (Master)+ 2 (PhD) Fixed.	2019 : Master 4, PhD 8 2020 : Master 14	2 - 3	NA	Superior	Fixed number can built continuous relationship between two countries. It also supports human resource development in Sri Lanka.
Recognition	Sri Lankan government recognizes JDS as one of the two major scholarships.	Administered by the Ministry of Education	Administered by the Ministry of Education	Administered by the Ministry of Education	Superior	
Completion rate of scholarship	100%	NA	NA	NA	Superior	High completion rate of the scholarship is one of the successful points of JDS.
Degree Level	Master, PhD	Bachelor, Master, PhD	Master	Master, PhD	-	
Types of courses	Research work	Research work Programs are conducted in English. (Some may be in Chinese.)	One year course at the Vanke School of Public Health, Tsinghua University of China (Only in English)	Master (2 to 3 years) PhD (3 years) Programs are only in English.	-	
Eligibility	Young Government Officials	Be employed in the public sector, university or a State corporation. Master: Under 35 years old PhD: Under 40 years old	Under 45 years old. Should be a government employee in the health sector, in the public health sector or professionals in the fields of disease control and prevention. At least 3 years of full time working experience in public health or relevant areas.	Under 45 years old. Be public officials of division level and above, senior management staff of organizations and enterprises, or academic backbones of universities and research institutions. IELTS score of 6.0 or higher TOEFL score of 80 or higher	Superior	When the target is narrowed down to government officials, it is easier to contribute on policy matters after their return.

(9) Points to note concerning the Doctoral program

In Sri Lanka, since commencement of the doctoral course program in 2017, due to the maximum limit of the two-person framework above, an average of three person has applied for such program from 2017 to 2019, meaning that the competition rate was 1.5 every year. The application rate for doctoral degrees is low.

On the other hand, the Government of Sri Lanka does not offer a number of scholarships for acquisition of doctoral degrees for employees of the Government of Sri Lanka. Therefore, JDS doctoral program has been recognized as an opportunity for valuable human development for the Government of Sri Lanka. Moreover, as described above, in particular, the side of Sri Lanka explained that knowledge at the doctoral level would be essential for appropriate policymaking and administration in the field of economics.

Against the backdrop of such situation, whether or not the method of screening for doctors by the Operating Committee in Sri Lanka is required and whether or not a two-person framework will be necessary during the next phase were confirmed. As a result, in relation to doctoral courses,

⁸⁵ MOFCOM Scholarship : This is a scholarship program of the Ministry of Commerce of China and target for officers (executive) in developing countries.

there currently exists no personnel regulation within the Government of Sri Lanka to the effect that doctoral degrees are necessary for promotion. Despite such fact, in particular, it was confirmed that in order to conduct appropriate policy administration regarding economic policies, etc., strong needs exist for academic knowledge at a high level (i.e., doctoral degrees). Therefore, it has been determined that two personnel would be accepted continuously each year. At present, the number of applicants is low. However, it is important to further promote application for proactively securing superior candidates, including those who have experienced studying in Japan, as well as JDS returned fellows.

Furthermore, proposal concerning not only the point that the average competition rate for doctoral courses is low but also consideration of doctoral course programs even through fundamental JDS project research in 2019 took place. Acquisition of doctoral degrees in three years is severe even for superior students. Therefore, in order to promote candidates' understanding and preparation related to the degree of difficulty of doctoral courses and for the local Operating Committee and universities that screen suitable candidates to carefully screen the same to a greater extent than is done for master's degrees, review and improvement of the system for screening those who are highly likely to complete the degrees in three years are required. In addition, following points should be proposed based on the lesson obtained through Phase 3.

i) Promotion of candidates' understanding related to the degree of difficulty of doctoral courses

The difficulty of doctoral courses seems to be gradually conveyed by JDS fellows who have experienced the JDS program while they are staying in Japan to those who have not experienced it. At the same time, universities and implementation agencies should sufficiently explain the difficulty. It is important to promote their understanding of how hard it is to acquire doctoral degrees through three-year research during the stage in which they are candidates prior to studying aboard.

ii) Sharing of tips and points about how to complete doctoral courses in three years

Opinions were obtained from Sri Lanka JDS fellows (i.e., 1st-batch fellows) who acquired doctoral degrees at Kobe University in March 2021 and JDS fellows from other countries, about the reasons for gaining doctoral degrees in three years. The following points were noted.

- Communication was established with an academic supervisor prior to entry into a school and preparation for data collection, etc. took place prior to visiting Japan.
- In order to graduate from a school in three years, a research schedule was elaborately planned together with an academic supervisor and monitoring for progression that allows conditions required for gaining a doctoral degree was conducted on a regular basis.
- An academic supervisor has enriched experiences with submitted academic papers and provided specific advice on academic journals, measures, and timing that are suitable for submission. Since public servants have no experience writing and submitting academic

papers in general, it would have been impossible to graduate from the school without the appropriate guidance and assistance of such academic supervisor.

The aforementioned points are extremely valuable reference points for fellows who will go through the program in the future in order to acquire doctoral degrees in three years. Thus, it is very important to share such information with those who desire to study abroad in doctoral courses in the future and JDS fellows in doctoral degrees who are studying abroad.

Moreover, based on the aforementioned points, it can be observed that appropriate guidance and assistance from academic supervisors is essential for students to successfully complete doctoral courses. It is necessary for implementation agencies to meticulously explain the aforementioned points to those who desire to apply for the program through promotion seminar for recruitment such that the aforementioned points can be used as reference information when choosing universities.

iii) Provision of clearer selection indicators concerning the possibility of completion within three years, in principle

There are no materials for the Operating Committee that chose final candidates to judge whether or not candidates would be able to complete the program within three years. One of the materials for screening candidates is a letter of recommendation from an academic supervisor. However, an academic supervisor cannot guarantee that relevant fellows will be able to acquire degrees within three years. Since “completion of a degree within three years, in principle” has been set as a basic policy for the JDS doctoral program, as far as screening is concerned, a possibility of completion in such timeframe is an important item for examination. Accordingly, one of the proposals is to supply clearer selection indicators to the Operating Committee Members (e.g., express descriptions in a letter of recommendation concerning whether or not relevant candidates are able to complete the degree within three years and the existence of internationally recognized papers with peer view).

(10) Necessity for added-value programs

Many JDS fellows who are studying in Japan and returned fellows desire to undertake practical training through internships in government offices and corporations during a two-year stay in Japan. From the standpoint of improvement of abilities of international students, construction of human relationships that form foundations for superior bilateral relations, and differentiation from other scholarship programs, further progress should be made with efforts to expect the aforementioned added value.

Depending on the university, some universities offer short-term internships within the company for JDS fellows, so it is good to publicize these good practices to other universities. And as a JDS overall policy, it is necessary for the project to consider a mechanism that internships can be implemented by universities without much difficulties.

(11) Necessity of mastering Japanese

Mastering Japanese is effective. In this way, it is possible to foster personnel who can understand with deep mind and spirit communication with Japanese people and can build a relationship as a bridge between Japan and Sri Lanka in the future. Even when JDS fellows who acquire the degrees in English stay in Japan for two years, opportunities for them to deepen understanding about Japanese people and Japanese culture are limited. For the purpose of fostering personnel who contribute to the future amicable relations, one effective project activity is to add programs that allow students to learn Japanese while staying in Japan and to set up programs that encourage them to understand Japanese culture. Language is the basis for understanding culture and an essential tool for attempting to communicate with Japanese people. Furthermore, in order to have them continue to learn Japanese, provision of opportunities that require them to use Japanese should be essential. Therefore, internship programs at government offices, at corporations, and involving homestay programs in Japan that allow fellows to come into contact with general Japanese people would be effective as well.

According to the fundamental research implemented in 2019, it was pointed out that in addition to gradual reduced amounts of scholarship since 2009, prior Japanese language training was ceased in 2010. These constituted composite factors that lowered satisfaction of JDS fellows. Moreover, JDS fellows who maintain a connection with Japan after returning home are commonly characterized as being able to communicate in Japanese conversation at a certain level. Thus, it has been confirmed that mastering Japanese is effective for contributing to “enhancement of bilateral relations.”

Japanese is a language disseminated only in Japan, differently from English. Turning a bad situation into a good one, JDS fellows will become personnel with a dedication to Japan and are expected to contribute considerably to enhancement of bilateral relations after returning home.

(12) Networking, establishment of a follow-up scheme and roles of implementing agent

i) Measures to be taken during the fellows’ stay in Japan for follow-up conducted after they return home

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

In some cases, the implementing agent is currently providing support in the target countries of the JDS project for establishing an alumni association or holding other events. However, it takes additional time and cost to improve the familiarity with Japan of the JDS returned fellows 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.

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

Follow-up perspective

In order to follow up sustainably, it is necessary to implement measures to maintain and improve pro-Japan awareness that has been increased during their stay. In order to achieve this, it is important for the Japanese side to support and enhance follow-up content by absorbing the knowledge and methods of the Alumni Association (JAGAAS) and JICA’s JICA Alumni Association of Sri Lanka, which are active in advance in Sri Lanka. At present, in many JDS implementing countries such as Sri Lanka, after JDS fellows return to Japan, the implementing agent acts as a hub for the JDS returned fellows, supporting the alumni association activities and conducting follow-up activities by taking the lead.

The following are the follow-up activities of JDS returned fellows that have been carried out to date, as well as the activity plan and short-term goals for this fiscal year. There is no JDS alumni association in Sri Lanka, however, since the organization originally should be conducted mainly by international students and it is desirable for returned fellows to voluntarily organize, operate and develop it within a few years with the support of the parties concerned shows the image of the familiarity with Japan of foreign students and the passage of time.

Table 32: Follow-up activities for JDS Sri Lankan returning fellows (draft)

Activity up to now	Activity Plan (FY 2021/2022)	Short-term (3 years) goal plan	Issues
<ul style="list-style-type: none"> • Recommending to join the Japanese Graduate’s Alumni Association (JAGAAS) and JICA Alumni Association • Regional alumni activity for Fellows in local areas • Sharing information between JDS Fellows using SNS (Facebook) (ex. JDS related information such as application recommendations, information on promotion of JDS Fellows) 	<ul style="list-style-type: none"> • Making contact network and forming Fellow groups by region (9 province) • Alumni activity for Fellows in local areas, when conducting information session in local areas • Attending pre-departure orientation and send-off party • Activities proposed by the JDS Fellows to be adopted by the JICA Collaboration Program of the JICA office 	Forming a group of JDS Fellows, that will engage in conducting alumni activities	<ul style="list-style-type: none"> • Due to occasional transfer and relocation of public servants, regular update is needed • Need of the budget for alumni activities

The following figure shows an image of the passage of time for JDS fellows to become familiar with Japan. It shows that familiarity with Japan will be kept high even after returning to Japan by implementing seamless measures from the time of coming to Japan.

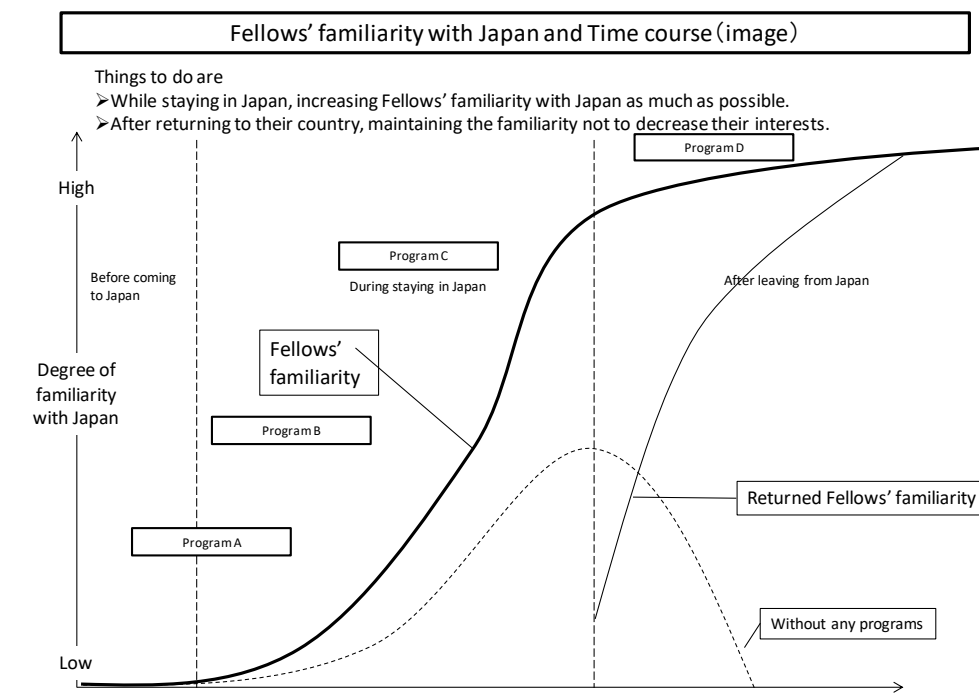


Figure 9 Fellows' familiarity toward Japan and time course (Image)

iii) Networking with Japanese government officers

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

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

iv) Roles to be performed by the implementing Agent

a) Role as a mediator

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

sporadic effect. For this reason, the implementing agent is expected to function as a mediator between the JDS fellows and the Japanese ministries and agencies and the persons concerned with ODA. It is expected that the implementing agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements.

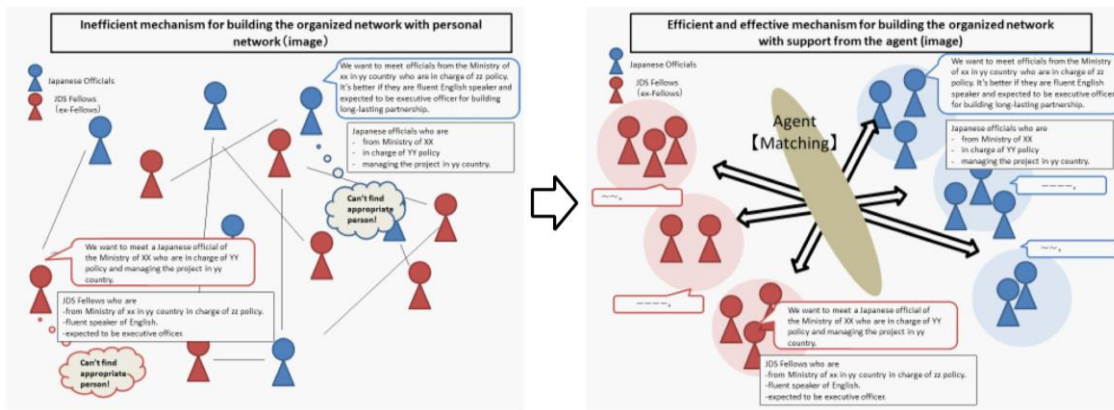


Figure 10 Roles as a mediator by the implementing agent

b) Firm network foundation with JDS fellows

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

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

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

c) Network foundation with the Japanese ministries

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.

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

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

(13) Impact of COVID-19

Due to the new coronavirus infection occurred in 2020, the preparatory survey was not conducted as planned. Two field surveys, in which the survey team was scheduled to have interviews with Sri Lankan government officers in Sri Lanka were not conducted⁸⁶. In addition, for the JDS Fellows studying in Japan right now, their study and daily life has been affected since February 2020, and it also has affected the procedure of coming to Japan of the JDS Fellows arriving in the summer of year 2020. It is uncertain how the situation of the COVID-19 will affect the recruitment of applicant in fiscal year 2021 and the fellows. However, it will be necessary to pay a close attention to the change of number of applicants in fiscal year 2020, and continue to collect information and reaction of studying abroad within the government of Sri Lanka.

3-7. Conclusion

The preparatory survey clarified the priority of development issues of Sri Lanka based on its national development plan and the Government of Japan's aid policy, taking the aim and characteristics of JDS, and political and social background and conditions of Sri Lanka into

⁸⁶ In order to prevent the spread of covid-19, the Sri Lankan government has implemented rock down and several restriction on people's travel across provinces throughout Sri Lanka from January 2020 to May 2021.

consideration, and reached an agreement for the framework of JDS. In addition, the survey team conducted a supplementary survey, referring to the characteristics of the public servant system of Sri Lanka, on the role, position, human resource development need, potential candidates of target institutions estimated to have relation with the sub-programs. As a result, the scale of JDS, that is, four-term in one-package, and draft program plans for each sub-program (sub-program basic plan) have been formulated. As mentioned above, the validity of implementing JDS in Sri Lanka is judged to be high and significantly meaningful.

In relation to the framework of the JDS project, in the midst of the survey in question, graduates were discharged first after adoption of doctoral courses. When taking on such courses four years ago, there were concerns about whether or not students would be able to graduate within three years. Two 1st-batch fellows who had achieved superior performance returned home. Opinions on tips and points about how to complete doctoral courses in three years from the aforementioned fellows who had completed doctoral courses were obtained and points used as reference information were summarized, and this was one of the outcomes from the survey in question.

In relation to the supplementary survey, according to the updating of a list of returned fellows in April 2021, it has been confirmed that returned fellows exist in all nine provinces of Sri Lanka and vigorously play active roles. The fact that returned fellows exist in all nine provinces of Sri Lanka means that they can be expected to not only be local key persons even when activities related to Japan's ODA projects will be undertaken in any province in the future but also create synergy effects for mutual activities. Moreover, as described in "1-1-3. Outcomes and Issues concerning JDS Sri Lanka Project," there is a person who was promoted to Additional Secretary of presidential secretariat of Sri Lanka. Another example is a person who works for the local government of Sri Lanka in the Southern Province, actively plays vigorous role, and won the Integrity ICON 2020 in January 2021, which is an award given to a person whose performance and loyalty as a government official is highly evaluated by citizens. Therefore, project outcomes are steadily emerging.

After a new method was adopted in 2009, Sri Lanka commenced with the JDS project in 2010 and seen its tenth anniversary of commencement of the Project in 2020. As far as JDS returned fellows are concerned, both males and females have been steadily promoted through the seniority system. According to a previous survey, the percentage of JDS returned fellows and were in the positions of Director (Grade I) or higher accounted for about 30% of the total. However, according to the survey in question, the percentage was increased to 45% (60 persons). Master's degrees are necessary for promotion to positions of section chief or higher. Therefore, promotion of returned fellows is almost guaranteed. Thus, the number of JDS returned fellows and hold positions as section chiefs in the future will further increase. Moreover, one of the characteristics of Sri Lanka is that among the six countries implementing JDS projects in South Asia, the number of female applicants exceeds that of males, along with the Maldives, and the number of successful candidates is more than double that of males in the third phase. There are differences concerning

religion, culture, etc. compared with other two countries. However, there are many similar points. The example in Sri Lanka can be a valuable case study for countries in which the number of female applicants is low. In this regard, it is desirable to use this point as reference information to be shared with other countries.

In relation to validity, the Government of Sri Lanka highly evaluates the JDS project, which allows officers (executive) to be fostered, and such Project matches the needs of the Government of Sri Lanka. The Second Japan-Sri Lanka Senior Official Level Policy Dialogue was held in an online meeting format in February 2021. In this Dialogue, opinions concerning the cooperative relationship for regional situations, economic fields, etc. surrounding both countries were exchanged. It was confirmed that both countries would collaborate with each other as partners for implementation of the Free and Open Indo-Pacific (FOIP). The purpose of the JDS project is to develop capacity of human resources with a central focus on administrative and economic fields in Sri Lanka. It was reconfirmed that such Project matches the policies of the Government of Japan and the Government of Sri Lanka.

According to the JDS project, JDS fellows commenced to be accepted in 2000, and there are currently 16 countries in total that have implemented such Project. The JDS project has been recognized as a successful project conducted by obtaining cooperation from local concerned parties that can serve as an example for other countries as well. The JDS project is a project for human development from a long-term viewpoint, and it will take some time to realize outcomes. However, the number of JDS fellows has steadily increased within the Government of Sri Lanka. Returned fellows have become core personnel in the central and local government offices, and cross-sectional critical mass is being formed within the Government of Sri Lanka. The JDS project is being further improved and developed through proactive cooperation and efforts by parties concerned with the Government of Japan and the Government of Sri Lanka, and this fact can be confirmed based on the survey in question. This can be said to be an excellent outcome for the survey.

End

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Four Batches under the JDS in Sri Lanka
6. Basic Plans for the Target Priority Areas
7. Summary of the Result of Supplementary Survey on Target
Organization
8. Designing a System for a Japanese-language Framework

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. TAKASHIMA Kiyofumi	Leader	Senior Representative JICA Sri Lanka Office
<Consultants>		
Mr. SHIONOYA Tsuyoshi	Human Resource Development Planning	Managing Director International Exchange Department, JICE
Ms. HASHIMOTO Wakako	Overseas Study Planning I	Assistant to the Managing Director International Student Programs Division, International Student Programs Department I, JICE
Ms. MIYAZAWA Akiko	Needs Study	Country Officer for Sri Lanka International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey for JDS

	Field Survey	in Japan	Accepting Universities
2020 Aug.	Mar. to Aug. (JICA/Embassy/MOFA) • Formulation of the list of target areas and development issues (Sub-Program/ Component) • Explanation of the outline of JDS Project to the government of the recipient countries		
Sept.			
Oct.		Oct. to Nov. Conclusion of a contract with the consultant Oct. to Nov. Implementation of the request survey of accepting universities (JICA)	Nov. to Dec. Formulation and submission of proposals for
Nov.	Nov. to Dec. Survey on the needs, collect information of Civil Service System and survey on situation of gender equality by the consultant Dec. Review of proposals from universities • Evaluation of proposals (JICA) • Consideration for the draft plan of accepting universities (JICA) • Survey on the prospective accepting Japanese universities (Consultant)		
Dec.	Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) • Agreement on the new project framework and implementation structure • Agreement on JDS target issues (Sub-Program, Component, University) • Selection and agreement on Target Organizations and target demographic	Dec. to Jan. Formulation of the basic plan for the target priority areas (arrangement for discussion with accepting university)	
2021 Jan.	Jan. [Agreement on the project framework 2/2] (OC/ Survey Team) • Agreement on the recruitment method • Explanation on the draft Basic Plan	Jan. Preparation for the outline design of the budget Feb. Submission of the report on the budget to Ministry of Foreign Affairs Jan. Preparation and submission of the draft report on the preparatory survey	
Feb.			
Mar.		Mar. Notification of the result of the selection to accepting universities (JICA)	Mar. Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.			
May	May - • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient countries and an agent	Late May. • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
Jun.		Jun. Finalization of the report on the preparatory survey	
Jul.	Flow after Preparatory Survey		
2021 Jun. to 2022 Feb.	Aug.- Nov. [Selection 1/2] (OC/Consultant of Survey Team) • 1st screening by application document • Health examination Dec.- Feb. [Selection 2/2] • 2nd screening by Technical Interview with university faculty • Discussion on the draft of Basic Plan for each		
Mar. to Jul.	↓		
Aug.	Jul. Pre-departure orientation	Aug. Student Arrival Briefing and Orientation	Sept. -Enrollment
Sept.			

List of Contact Person

Date and Time	Name of the Person had with Discussion	notes
16 th December 2020 14:45 – 15:15	<ul style="list-style-type: none"> ■ Discussion with Australia Awards in South and West Asia <p>Ms.Dale Kanagasabay, Program Coordinator - Sri Lanka & Maldives</p>	Meeting with other scholarship donor
17 th December 2020 17:30 – 18:30	<ul style="list-style-type: none"> ■ Discussion with Ministry of Public Services, Provincial Councils and Local Government <p>Mrs. Pradeepa Serasinghe, Additional Secretary</p>	Meeting with OC member
21 st December 2020 17:30 – 18:30	<ul style="list-style-type: none"> ■ Discussion with Ministry of Education <p>Mr. Thilak Hettiarachchi, Additional Secretary</p>	Meeting with OC member
22 nd December 2020 8:30 – 9:30	<ul style="list-style-type: none"> ■ Discussion with JDS PhD Fellow in Japan <p>Mr. A. Mayura Prasad Arandara</p>	Meeting with JDS Returned fellow
23 rd December 2020 11:30 – 12:30	<ul style="list-style-type: none"> ■ Discussion with Embassy of Japan in Sri Lanka <p>Ms. Chiharu Hoshiai, Head of Economic and Development cooperation section</p>	Meeting with OC member
24 th December 2020 12:30 – 13:30	<ul style="list-style-type: none"> ■ Discussion with Public Service Commission <p>Mrs. Thanuja Murugeson, Additional Secretary</p>	Meeting with OC member
24 th December 2020 10:00 – 11:10	<ul style="list-style-type: none"> ■ Discussion with JDS PhD Fellow in Japan <p>Mr. Buddhika Abeysinghe</p>	Meeting with JDS Returned fellow
05 th January 2021 12.30 – 13.30	<ul style="list-style-type: none"> ■ Discussion with External Resources Department, Ministry of Finance <p>Mr. Ajith Abeysekera, Director General Ms. Darshani De Silva, Director Ms. Thanuja Dilrukshi, Research Assitant</p>	Meeting with OC member
05 th January 2021 14.30 – 16.30	<ul style="list-style-type: none"> ■ Discussion with External Resources Department, Ministry of Finance <p>Mr. Ajith Abeysekera, Director General Ms. Darshani De Silva, Director Ms. Thanuja Dilrukshi, Research Assitant</p>	Minutes Discussion
06 th January 2021 16:30 – 17.00	<ul style="list-style-type: none"> ■ Discussion with Embassy of Japan in Sri Lanka <p>Ms. Chiharu Hoshiai, Head of Economic and Development cooperation section</p>	Meeting with OC member

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

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

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by TAKASHIMA Kiyofumi, Senior Representative, Sri Lanka Office, JICA to Colombo from November 2020 to January, 2021.

The Team held a series of discussions with the members of the Operating Committee of the JDS Project (hereinafter referred to as “the Committee”). The both parties reached an agreement on the JDS Project as attached hereto.

Colombo, January 5, 2021



Takashima Kiyofumi
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Ajith Abeysekera
Director General
Department of External Resources
Ministry of Finance

I. Objective of the Preparatory Survey

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

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from Japanese fiscal year 2021 to 2024 to be implemented under Japan’s grant aid
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for public service officials in Sri Lanka
- (3) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project

II. Objective of the JDS Project

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

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

III. Framework of the JDS Project

1. Project Implementation

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

2. Implementation Coordination

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

Sri Lanka side

- Ministry of Finance (Chair)
- Ministry of Public Services, Provincial Councils and Local Government
- Ministry of Education
- Public Services Commission

Japanese side

- Embassy of Japan
- JICA Sri Lanka Office



3. Target Areas of the JDS Project

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

Priority Area :

1. Building a Strong Base for Inclusive and Sustained Economic Growth

Development Issue as Component

- 1-1. Public Policy Studies
- 1-2. Economics
 - 1-2-1. Macroeconomics Studies
 - 1-2-2. Public Finance and Investment Management
 - 1-2-3. Industry Development Policy and Investment Promotion
- 1-3. Urban and Regional Development

4. Maximum Number of JDS Fellows (Master's and Doctoral Program)

The total number of JDS Fellows for the first batch in Japanese fiscal year 2021 shall be at fifteen (15) for Master's Program and two (2) for Doctoral Program, and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2021 to 2024.

5. Target Organizations

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

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

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

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

- 1) Development Issue as Component : 1-1 Public Policy Studies

Accepting University:

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

- 2) Development Issue as Component : 1-2 Economics (1-2-1 Macroeconomics Studies)

Accepting University:

- International Christian University, Graduate School of Arts and Sciences (2 slots)
- Hiroshima University, Graduate School of Humanities and Social Sciences (2 slots)

- 3) Development Issue as Component : 1-1 Economics (1-2-2. Public Finance and Investment Management)

Accepting University:

- Nagoya University, Graduate School of International Development (2 slots)

- 4) Development Issue as Component : 1-1 Economics (1-2-3. Industry Development Policy and Investment Promotion)

Accepting University:

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

- 5) Development Issue as Component : 1-3 Urban and Regional Development

Accepting University:

- University of Tsukuba, Graduate School of Science and Technology (2 slots)
- The University of Tokyo, School of Engineering (1 slots)

7. Basic Plan for Each Component

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

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

8. Monitoring and Evaluation

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

IV. Undertakings of the Project

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

V. Other Matters to be discussed

Regarding JDS Fellows in the context of ethnic balance, both sides shared the opinions that further promotion and awareness activities should be done actively to obtain more Tamils to apply for JDS.

Regarding following up strategies of JDS Fellows, both sides confirmed that further discussion should be needed to effectively follow up JDS returned Fellows.

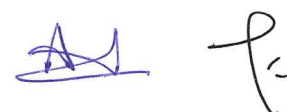
Annex 1 Flowchart of the Preparatory Survey

Annex 2 Flowchart of the Succeeding Four Batches

Annex 3 Design of JDS Project for the Succeeding Four Batches

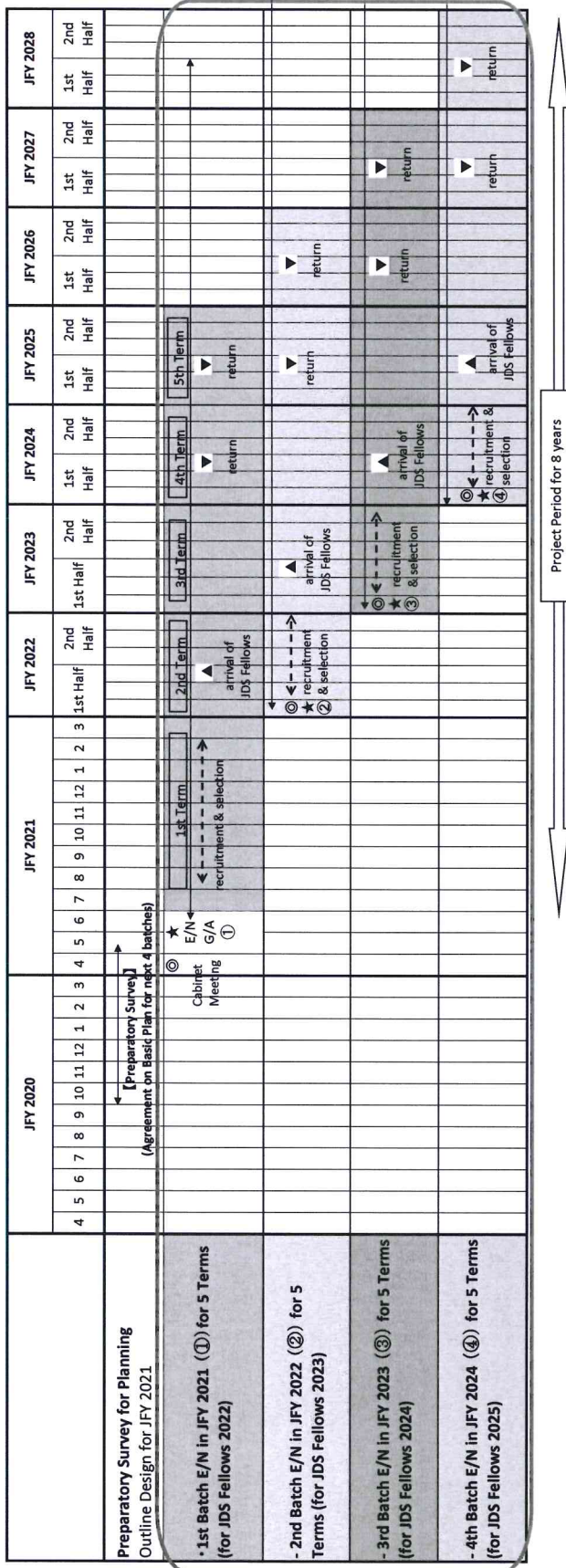
Annex 4 Basic Plan for the Target Priority Area

Annex 5 Undertakings of the Project (Draft)



	Field Survey	in Japan	Accepting Universities
2020			
Aug.	Mar. to Aug. (JICA/Embassy/MOFA) • Formulation of the list of target areas and development issues (Sub-Program/Component) • Explanation of the outline of JDS Project to the government of the recipient countries		
Sept.			
Oct.		Oct. to Nov. Conclusion of a contract with the consultant Oct. to Nov. Implementation of the request survey of accepting universities (JICA)	
Nov.			Nov. to Dec. Formulation and submission of proposals for
	Nov. to Dec. Survey on the needs, collect information of Civil Service System and survey on situation of gender equality by the consultant		
	Dec. Review of proposals from universities • Evaluation of proposals (JICA) • Consideration for the draft plan of accepting universities (JICA)		
Dec.			
	Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) • Agreement on the new project framework and implementation structure • Agreement on JDS target issues (Sub-Program, Component, University)		
		Dec. to Jan. Formulation of the basic plan for the target priority areas (arrangement for discussion with accepting university)	
2021			
Jan.		Jan. Preparation for the outline design of the budget Feb. Submission of the report on the budget to Ministry of Foreign Affairs Jan. Preparation and submission of the draft report on the preparatory survey	
	Jan. [Agreement on the project framework 2/2] (OC/ Survey Team) • Agreement on the recruitment method • Explanation on the draft Basic Plan		
Feb.			
Mar.		Mar. Notification of the result of the selection to accepting universities (JICA)	Mar. Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.			
May	May - • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient countries and an agent	Late May. • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
Jun.		Jun. Finalization of the report on the preparatory survey	
Jul.	Flow after Preparatory Survey		
2021			
Jun. to 2022	Aug.- Nov. [Selection 1/2] (OC/Consultant of Survey Team) • 1st screening by application document • Health examination Dec.- Feb. [Selection 2/2] • 2nd screening by Technical Interview with university faculty • Discussion on the draft of Basic Plan for each		
Mar. to Jul.	↓		
Jul.	Jul. Pre-departure orientation		
Aug.		Aug. Student Arrival Briefing and Orientation	
Sep.			Sept. -Enrollment

Flowchart of the Succeeding Four Batches



Project Period for 8 years

Design of JDS Project for the Succeeding Four Batches (from 2021 to 2024)

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Numbers of Participants	Expected Theme of the Research/ Possible Fields of Study	Target Group	University
Building a Strong Base for Inclusive and Sustained Economic Growth	1-1 Public Policy Studies	4	Needs: Strengthening the capacity to plan and develop a consistent public policy system Possible fields of study: "International Relations", "Social and Welfare Policy", "International Development", "Environmental Policy", "Administration", "Governance", "Local Autonomy", etc. Preferred Degree: Degrees related to the above (public policy, administration, international development, public management, etc.)	"Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11. (* BOI staffs can apply for 1-2-3.)	Meiji University, Graduate School of Governance Studies International University of Japan, Graduate School of International Relations (PMPP)
			Needs: Strengthening the capacity to recognize economic and fiscal structural issues and formulate economic policies from a medium- to long-term perspective Possible fields of study: "Economic development including sustainable growth and job creation", "Macroeconomics/Economics", "Statistics/Statistical Analysis", "Environment, Agricultural Economics", etc. Preferred Degree: Degrees related to the above (development economics, economics, etc.)		
	1-2 Economics	Needs: Enhancing financial policy, building systems for efficient public finance and investment management, budget planning and budget organization, strengthening and implementing medium- to long-term sector development plans. Possible fields of study: "fiscal policy", "fiscal management/policy", "public investment management / policy", "infrastructure management", etc. Preferred Degree: Degrees related to the above (public administration, related to fiscal and monetary policies, etc.)	Nagoya University, Graduate School of International Development		
	1-2-1 Macroeconomics Studies	Needs: Exploring new industries to maintain economic growth, improving the environment for investment promotion, improving the business environment, revitalizing domestic industries and enhancing international competitiveness Possible fields of study: "Industrial Policy", "Investment and Export Promotion", "Small and Medium Enterprise Promotion Policy", "Promotion of Private Investment" Preferred Degree: Degrees related to the above			International University of Japan, Graduate School of International Management
1-2-2 Public Finance and Investment Management	Needs: Strengthening the capacity of urban and regional development plans and policies from the perspective of sustainable and comprehensive economic growth Possible fields of study: "Urban and regional development planning/policy", "Agriculture/Rural Development Plans/Policies", "Environmental Management/Policies", "Disaster Prevention and Crisis Management/Disaster Prevention Policy", "Community Infrastructure Development Management", "Urban Economics", "Land Use Planning", "Transportation and Traffic Planning", etc. Preferred Degree: Degrees related to the above	University of Tsukuba, Graduate School of Science and Technology The University of Tokyo, School of Engineering			
1-2-3 Industry Development Policy and Investment Promotion	3		1-3 Urban and Regional Development	Needs: Strengthening the capacity to plan and develop a consistent public policy system Possible fields of study: "International Relations", "Social and Welfare Policy", "International Development", "Environmental Policy", "Administration", "Governance", "Local Autonomy", etc. Preferred Degree: Degrees related to the above (public policy, administration, international development, public management, etc.)	Executive/ Senior Executives, those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11. (** 4 Semi-government organization staffs can apply for 1-3)
Maximum Number per year		15	** 4 Semi-government organizations: National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA)		

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

1. Country:
2. Target Priority (Sub-Program) Area:
3. Operating Committee:

Itemized Table 1-1**1. Outline of Sub-Program / Component****(1) Basic Information**

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

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

--

(3) Japan's ODA Policy and Achievement (including Sri Lanka)**Relevant Projects and Training Programs of JICA Sri Lanka Office:**

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2. Cooperation Framework**(1) Project Objective**

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

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

Graduate School of	X X	X fellows / year	total X fellows / 4 years
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(5) Activity (Example)

Graduate School of XXXXX

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

(6)-1 Inputs from the Japanese Side

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

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

1 batch X fellows x 4 years = X fellows
From the year 2022 (Until 2024) : 4 X fellows, From the year 2023 (Until 2025) : 4 X fellows
From the year 2024 (Until 2026) : 4 X fellows, From the year 2024 (Until 2027) : 4 X fellows

(7) Inputs from the Sri Lanka 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: Citizen of Sri Lanka
 - 2) Age: Below the age of 40 as of 1st April in the year of dispatch (in principle).
 - 3) Academic Background:
 - Completed the undergraduate level (Bachelor Degree) of education.
 - Has a good command of both written and spoken English at graduate level.
 - 4) Work Experience:
 - Completed the probation period and eligible for confirmation
 - 5) Eligible Officers:
 - "Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11.
 - Officials those who belong to Board of Investment (BOI) can only apply to the component 1-3 "Business Management".
 - Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to the component 1-4 "Environment Management/ Disaster Management and Climate Change".
- *Study Topics that are highly relevant to applicant's career development & beneficial to their organization will be given highest priority

6) Others

- A person of sound mind and body

- A person falls under any of the following items is not eligible to apply:

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

✓ Those who are currently awarded or scheduled to receive another scholarship

Those who have obtained a master's or higher degree overseas under the support of foreign scholarship



Undertakings of the Project (Draft)

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

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

(B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable, ERD: Department of External Resources, Ministry of Finance, Economic and Policy Development)

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

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

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

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

Sri Lanka

Sub-Program	Component		University	Graduate School	Expected Number of JDS Participants					
					1st Batch	2nd Batch	3rd Batch	4th Batch	Total	
Building a Strong Base for Inclusive and Sustained Economic Growth	1-1 Public Policy Studies		Meiji University	Graduate School of Governance Studies	2	2	2	2	8	
			International University of Japan	Graduate School of International Relations	2	2	2	2	8	
	1-2 Economics	1-2-1 Macroeconomics Studies		International Christian University	Graduate School of Arts and Sciences	2	2	2	2	8
				Hiroshima University	Graduate School of Humanities and Social Sciences	2	2	2	2	8
		1-2-2 Public Finance and Investment Management		Nagoya University	Graduate School of International Development	2	2	2	2	8
		1-2-3 Industry Development Policy and Investment Promotion		International University of Japan	Graduate School of International Management	2	2	2	2	8
	1-3 Urban and Regional Development		University of Tsukuba	Graduate School of Science and Technology	2	2	2	2	8	
			The University of Tokyo	School of Engineering	1	1	1	1	4	
	Total					15	15	15	15	60

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of Finance, Department of External Resources (ERD); Public Service Commission (PSC); Ministry of Public Services, Provincial Councils and Local Government, Ministry of Education
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
2. Component: Public Policy Studies
3. Target Organization: Please see attached the Design of JDS Project for the Succeeding Four Batches

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

The new government, inaugurated with the change of president in November 2019, aims to reform key policies, including people-centered economic development, promotion of science and technology, and sustainable environmental management, by strengthening policy implementation and supervision by the central government based on good governance, while placing importance on strengthening national security and maintenance of public order.

However, specific measures for each field are not clearly stated, and policy planning taking into account the balance with fiscal discipline has become an issue. In particular, there is a need to overcome the lack of policy consistency caused by instability in the political environment and to improve the ability of government officials to formulate and settle policies.

In addition, Sri Lanka is predicted to face problems in the near future, such as a decrease in the working-age population due to changes in the demographic structure (aging, declining birthrate), a rise in wages, and a surge in expenditure associated with an increase in social security costs. An effective and integrated public policy is becoming more important in order to sustainably maintain a stable economic growth rate in Sri Lanka, which is transitioning to a high- and middle-income country, and further strengthening the capacity of government officials is an area of priority. In order to promote comprehensive and sustainable economic growth, there is a need for policymakers who can draw the direction of the nation from a medium- to long-term perspective.

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

The Government of Japan's Country Assistance Policy to Democratic Socialist Republic of Sri Lanka (January 2018) sets "Promotion of High-Quality Growth", "Development Support with Consideration for Inclusiveness", and "Mitigation of Vulnerabilities" as priority areas. In order to promote further growth and stabilization of Sri Lanka, which is steadily growing, the government of Japan is determined to carry out the support focused on the development of infrastructure and systems for high-quality growth, including human resource development.

According to the JICA Country Analysis Paper for the Democratic Socialist Republic of Sri Lanka (March 2020), in order to promote further development in Sri Lanka, it is mentioned that there is a high need for not only conventional infrastructure development but also for institutional construction and operation which is necessary for sustainable economic management (public investment management, etc.) and human resource development to support them.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Project for Strengthening the Capacity of Effective Public Investment Management (Scheduled)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in "International Relations", "Social and Welfare Policy", "International Development", "Environmental Policy", "Administration", "Governance", "Local Autonomy", etc.

2) Project purpose

To ensure that government officials, who are engaged in "International Relations", "Social and Welfare Policy", "International Development", "Environmental Policy", "Administration", "Governance", "Local Autonomy", etc., will improve their capability of policy making and implementation.

(3) Verifiable Indicators

- 1) Ratio of JDS Fellows who obtain Master's degree
- 2) Enhancement of the capacity of 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 returned JDS Fellows.

(4) Number of JDS Fellows and Accepting University

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

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

(5) Activity

1) Meiji University, Graduate School of Governance Studies

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

	<p>implementing, and evaluating policies for resolving global issues from local perspectives. It also focuses on crisis management and the role of the community in responding to natural disasters and terrorism, which have been increasing in recent years. Disciplines covered in this program include community policy, community development, NPO studies, social development, crisis management, and disaster management.</p>
To learn master's thesis writing skills and English skills	<ul style="list-style-type: none"> • Workshops are specially designed for Governance Studies Fellows for learning about approaches to reading academic literature and writing thesis in English. • Courses on social research methods and academic writing skills are offered as strongly recommended ones by the international students' committee.
To learn practical skills	<p>[Special Program]</p> <ul style="list-style-type: none"> • Special lectures related to fellows' research topic will be provided by distinguished scholars and professionals from within Japan and overseas. • Joint multi-lingual (English and Japanese) courses will be provided for fostering exchange between Japanese and international students, as well as fieldwork (site visits) opportunities will be provided for visiting various fields of practice in Japan, will be arranged. • Various field studies will be provided for practical insight into Japanese public policy formulation and implementation.
2) After return	
To follow-up JDS Fellows and to build network	<ul style="list-style-type: none"> • The university will provide networking opportunities for the international alumni, including "follow-up seminars" in multiple countries.

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

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

3) After return	
Sustainable improvement of knowledge, theory and skills of graduates	<ul style="list-style-type: none"> • GSIR will provide JDS Fellows with follow-up training after graduation in scholars' countries with the aim of continuously improving their knowledge, theories, and skills. • Joint seminars inviting graduates, current Fellows, and new enrollees will also be held concurrently so that JDS Fellows can enhance mutual understanding, share knowledge and experiences, and strengthen their network. • With possible cooperation from public organizations, joint research projects between graduates and faculty members will be facilitated. • In cooperation with JICA, "Japan Understanding Program" will be implemented from the summer in 2020 to promote understanding of Japan by teaching Japanese history, corporate development, local development, and Japanese culture.

(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>

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

<p>1 batch 4 X fellows × 4 years = 16 fellows</p> <p>From the year 2022 (Until 2024) : 4 X fellows, From the year 2023 (Until 2025) : 4 X fellows</p> <p>From the year 2024 (Until 2026) : 4 X fellows, From the year 2024 (Until 2027) : 4 X fellows</p>

(7) Inputs from the Sri Lanka Side

<p>1) Dispatch of JDS Fellows</p> <p>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)</p>

(8) Qualifications

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

*Study Topics that are highly relevant to applicant's career development & beneficial to their organization will be given highest priority
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.
 - ✓ Those who are currently awarded or scheduled to receive another scholarship
 - ✓ Those who have obtained a master's or higher degree overseas under the support of foreign scholarship

The Project for Human Resource Development Scholarship (JDS)

Basic Plan for the Target Priority Area (Draft)

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of Finance, Department of External Resources (ERD); Public Service Commission (PSC); Ministry of Public Services, Provincial Councils and Local Government, Ministry of Education
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-2-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
2. Component: Macroeconomics Studies
3. Target Organization: Please see attached the Design of JDS Project for the Succeeding Four Batches

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

Sri Lanka has achieved a stable economic growth since the end of the conflict in 2009. Its GNI per capita was 4,060 USD in 2018 and was classified as a middle-class country in the World Bank's income class in 2019. However, Sri Lanka has experienced a decline in tourism due to the effects of the simultaneous Easter Bombings in April 2019 and a stagnation in economic activities due to the effects of the COVID-19 (as of June 2020).

In order to achieve sustainable and comprehensive economic growth in the future, it is urgently necessary to find current economic and fiscal structural issues and formulate appropriate economic policies. Therefore, it is required to train administrative officers who have solid economic knowledge and analysis/application methods in order to strengthen the ability to formulate "evidence-based" policies to lead the development of economic growth in the future.

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

The Government of Japan's Country Assistance Policy to Democratic Socialist Republic of Sri Lanka (January 2018) sets "Promotion of High-Quality Growth", "Development Support with Consideration for Inclusiveness", and "Mitigation of vulnerabilities" as priority areas. In order to promote further growth and stabilization of Sri Lanka, which is steadily growing, the government of Japan is determined to carry out the support centered on the development of infrastructure and systems for high-quality growth, including human resource development.

According to the JICA Country Analysis Paper for the Democratic Socialist Republic of Sri Lanka (March 2020), in order to promote further development in Sri Lanka, it is mentioned that there is a high need for not only conventional infrastructure development but also for institutional construction and operation which is necessary for sustainable economic management (public investment management, etc.) and human resource development to support them.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Project for Strengthening the Capacity of Effective Public Investment Management (Scheduled)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions to develop economic policies from a medium- to long-term perspective by looking through economic and fiscal structural issues.

2) Project purpose

To ensure that government officials of relevant administrative institutions improve their capacities to develop economic policies from a medium- to long-term perspective by looking through economic and fiscal structural issues.

(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 returned JDS Fellows.

(4) Number of JDS Fellows and Accepting University

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

2 fellows / year, total 8 fellows / 4 years

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

2 fellows / year, total 8 fellows / 4 years

(5) Activity

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To improve basic academic knowledge before enrolment	<ul style="list-style-type: none"> • JDS Fellows are provided with textbooks on basic economics and are required to conduct self-study under the instruction of teaching assistants (Ph.D. students in our course) and professors. • Fellows need to submit periodical reports by e-mail and take exams to confirm their achievements. • In addition, Fellows with low English ability are also

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

	<p>research from the mentor whenever they want.</p> <ul style="list-style-type: none"> • The university provides special English language courses “Graduate Writing I” and “Graduate Writing II.” Through these courses, Fellows can obtain basic skills in writing academic papers. In addition, JDS Fellows can utilize English proofreading by native speakers on their master theses. These practices have improved Fellows’ English skills dramatically. • Through the research grant project, the university actively promote field research by Fellows. To obtain the research grant, Fellows are required to prepare a feasible research plan. In the field, Fellows are monitored regularly by professors, and are able to obtain appropriate advices from them. • As JICA Development Studies Program, international seminars have been held since 2015 in collaboration with Kyushu University and Kumamoto University to not only report on research results, but also to provide opportunities for information and academic exchange .
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3) After return

Follow up activities	<ul style="list-style-type: none"> • In order to get feedback from graduates on how they utilize the knowledge acquired in our course and how the university should improve the on-going JDS project, the university hold a follow-up seminar in Sri Lanka after Fellows going back to the country. • The university will hold feedback seminar in Sri Lanka. Information obtained from the seminar is utilized to improve the quality of the JDS project and make sure that their knowledge and skills are used in the most effective and suitable ways for their work.
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2) International Christian University, Graduate School of Arts and Sciences

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

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

	for dissemination of research results and current information.
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(6)-1 Inputs from the Japanese Side

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

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

1 batch 4 X fellows × 4 years = 16 fellows

From the year 2022 (Until 2024) : 4 X fellows, From the year 2023 (Until 2025) : 4 X fellows

From the year 2024 (Until 2026) : 4 X fellows, From the year 2024 (Until 2027) : 4 X fellows

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

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of Finance, Department of External Resources (ERD); Public Service Commission (PSC); Ministry of Public Services, Provincial Councils and Local Government, Ministry of Education
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-2-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
2. Component: Public Finance and Investment Management
3. Target Organization: Please see attached the Design of JDS Project for the Succeeding Four Batches

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

In Sri Lanka, it is an urgent issue to deal with budget deficits caused by long-standing conflicts and the bloated public sector, the outstanding amount of public debt reaching 90% of GDP (2019), and the outstanding amount of public external debt, which has remained above 50% of GDP. It is working on the development of guidelines and laws related to fiscal management, including expenditure / budget planning under fiscal discipline and strengthening of revenue security. Furthermore, in order to realize economic and financial soundness through the efficient development of social infrastructure including appropriate public investment management and private investment, and the promotion of high added value of domestic and overseas investment and industry, it is necessary to develop human resources who support the construction and operation of strategic public finance management systems across the public sector.

Besides the efficient public investment management of economic infrastructure (airports, roads, railways, ports, water and sewage, electricity, telecommunications, etc.) and social infrastructure (schools, hospitals, etc.), there is a need to develop human resources who have the knowledge and expertise for public fiscal management, including expenditure planning, budgeting, revenue management, and securing accountability, and can contribute to institutional improvement and public sector reform, strengthening the operation of the country's economic and social development.

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

The Government of Japan's Country Assistance Policy to Democratic Socialist Republic of Sri Lanka (January 2018) sets "Promotion of High-Quality Growth", "Development Support with Consideration for Inclusiveness", and "Mitigation of vulnerabilities" as priority areas. In order to promote further growth and stabilization of Sri Lanka, which is steadily growing, the government of Japan is determined to carry out the support centered on the development of infrastructure and systems for high-quality growth, including human resource development.

According to the JICA Country Analysis Paper for the Democratic Socialist Republic of Sri Lanka (March 2020), in order to promote further development in Sri Lanka, it is mentioned that there is a high need for not only conventional infrastructure development but also for institutional construction and operation which is necessary for sustainable economic management (public investment management, etc.) and human resource development to support them.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Project for Strengthening the Capacity of Effective Public Investment Management (Scheduled)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in financial policy, building systems for efficient public finance and investment management, budget planning and budget organization, developing and implementing medium- to long-term sector development plans.

2) Project purpose

To ensure that government officials, who are engaged in financial policy, building systems for efficient public finance and investment management, budget planning and budget organization, developing and implementing medium- to long-term sector development plans, will improve their capability.

(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 returned JDS Fellows.

(4) Number of JDS Fellows and Accepting University

Nagoya University, Graduate School of International Development 2 fellows / year, total 8 fellows / 4 years
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(5) Activity**1) Nagoya University, Graduate School of International Development**

Target	Contents/ Programs to achieve target
1) Before departure	
Improvement of basic academic ability before admission	Fellows can take basic economics and mathematics as a preparation before enrollment.
2) During study in Japan	
To obtain ready-to-use knowledge about public financial management	Provide opportunities to obtain ready-to-use knowledge of public finance management: <ul style="list-style-type: none"> · For instance, debt sustainability analysis, which is also carried out in the IMF's support program in Sri Lanka, is taken in the "Public Debt Management" class. After acquiring related knowledge such as analysis of financial rules and management of financial risks in the lecture, students create and conduct a debt sustainability analysis for actual developing countries (students' home countries), and present their analysis at the class. · It is designed that students can bring back the debt sustainability analysis created as part of the lecture to their home country and publish it as an analysis of the government.
Strengthening the abilities of international students through guidance of being conscious of the peculiarities of the country	It is difficult for countries such as Sri Lanka to simply apply textbook-level knowledge provided by the World Bank and IMF as technical cooperation. In the lecture on "Public Finance Management", strengthen the abilities of international students by focusing on how to implement risk management and asset liability management within the peculiarities of each country.
3) After return	
To follow-up JDS Fellows and to build network	There is an alumni association office on our university, and it regularly sends out events and public lecture announcements via e-mail and Facebook.

2) (6)-1 Inputs from the Japanese Side

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

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

- 1 batch 4 X fellows × 4 years = 16 fellows
- From the year 2022 (Until 2024) : 4 X fellows, From the year 2023 (Until 2025) : 4 X fellows
- From the year 2024 (Until 2026) : 4 X fellows, From the year 2024 (Until 2027) : 4 X fellows

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

*Study Topics that are highly relevant to applicant's career development & beneficial to their organization will be given highest priority
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.
 - ✓ Those who are currently awarded or scheduled to receive another scholarship
 - ✓ Those who have obtained a master's or higher degree overseas under the support of foreign scholarship

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of Finance, Department of External Resources (ERD); Public Service Commission (PSC); Ministry of Public Services, Provincial Councils and Local Government, Ministry of Education
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-2-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
2. Component: Industry Development Policy and Investment Promotion
3. Target Organization: Please see attached the Design of JDS Project for the Succeeding Four Batches

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

In the industry of Sri Lanka, agriculture and manufacturing account for about 10% and 20%, respectively, and service industries account for about 60% of GDP. However, the industrial structure has not advanced for many years, and the export-oriented manufacturing industry other than the apparel industry has not developed sufficiently. In order to continue its further economic growth, it is necessary to shift its structure from a relatively inexpensive labor and capital-dependent industry to a high-value-added and productive industry utilizing foreign direct investment (FDI). It is also important to develop policy and regulatory frameworks to maximize the potential of FDI, including the use of the development goals in the 2030 Agenda for Sustainable Development.

Regarding the investment environment in Sri Lanka, it is ranked 99th out of 190 countries in the World Bank's "Doing Business 2020", and factors that hinder investment have been pointed out, such as the business environment being unpredictable, mismatch in human resources, a complicated legal system, policies and procedures including the tax system, and a significant improvement in the investment environment is required. It is an urgent issue to develop human resources who have expertise in industrial development policies and investment environment improvement, which are expected to contribute greatly to the improvement of the economic environment, and can be reflected in policies and enforced.

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

The Government of Japan's Country Assistance Policy to Democratic Socialist Republic of Sri Lanka (January 2018) sets "Promotion of High-Quality Growth", "Development Support with Consideration for Inclusiveness", and "Mitigation of vulnerabilities" as priority areas. In order to promote further growth and stabilization of Sri Lanka, which is steadily growing, the government of Japan is determined to carry out the support centered on the development of infrastructure and systems for high-quality growth, including human resource development.

According to the JICA Country Analysis Paper for the Democratic Socialist Republic of Sri Lanka (March 2020), in order to promote further development in Sri Lanka, it is mentioned that there is a high need for not only conventional infrastructure development but also for institutional construction and operation which is necessary for sustainable economic management (public investment management, etc.) and human resource development to support them.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Project for Strengthening the Capacity of Effective Public Investment Management (Scheduled)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in seeking new industries to maintain economic growth, improving the environment for promoting investment, improving the business environment, revitalizing domestic industries, and improving international competitiveness.

2) Project purpose

To ensure that government officials, who are engaged in seeking new industries to maintain economic growth, improving the environment for promoting investment, improving the business environment, revitalizing domestic industries, and improving international competitiveness, will improve their capability of policy making and implementation.

(3) Verifiable Indicators

- 1) Ratio of JDS Fellows who obtain Master's degree
- 2) Enhancement of the capacity of 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 Fellows and Accepting University

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

(5) Activity (Example)

International University of Japan, Graduate School of International Management (GSIM)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To improve basic academic ability before enrolment	• Before enrolment, GSIM faculty members conduct various preparatory courses and orientations to Sri Lanka JDS Fellows.

	<ul style="list-style-type: none"> • Fellows will join preparatory courses for Math and Statistics, several pre-enrollment programs (e.g.: Basic course of finance and accounting, case study skills, Excel skills), Curriculum Guidance, English and Japanese Language Orientations, meetings with mentors.
2) During study in Japan	
To learn theoretical foundation and expert knowledge	<ul style="list-style-type: none"> • In the first year, all fellows take compulsory subjects such as management strategic theory and corporate finance theory and obtain general knowledge on business management in the private sector • In the second year, according to the selection of the fellows, the following subjects are taken: <ul style="list-style-type: none"> ◇ Innovation and New Business Creation ◇ Corporate Governance ◇ Corporate Social Responsibility ◇ Marketing Strategy ◇ New Product Planning and Development ◇ Corporate Restructuring and M&A ◇ Entrepreneurship & Small Business Development ◇ International Trade and Investment ◇ Project Financing • In the “Project Financing”, fellows can learn how to finance large public and private projects by attracting foreign investments.
To learn practical skills and applied skills at the field	<ul style="list-style-type: none"> • Under Special Program GSIM offers a comprehensive Field Trip arrangement, which offers the Sri Lankan Fellows opportunity to see infrastructure projects, special economic zones, industrial complexes etc. and learn various strategies about how to attract such. • GSIM has a regular program that invites industry experts or high government officials to speak to JDS Fellows. Past speakers include experts from Asian Development Bank, Japan Bank for International Development, government ministers, and corporate executives of Japanese multinational companies investing in foreign countries.
To learn paper preparation method and others.	<ul style="list-style-type: none"> • Classes for academic writing are offered for two years. • Japanese classes are also offered from beginner to

	advanced person.
3) After return	
To build and maintain network	<ul style="list-style-type: none"> University holds alumni receptions, and invites not only graduates but also many government officials and employees from the private sector which enables enhancing a good relationship between Japan and the country.

(6)-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

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

<p>1 batch 2 X fellows × 4 years = 8 fellows</p> <p>From the year 2022 (Until 2024) : 2 X fellows, From the year 2023 (Until 2025) : 2 X fellows</p> <p>From the year 2024 (Until 2026) : 2 X fellows, From the year 2024 (Until 2027) : 2 X fellows</p>
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(7) Inputs from the Sri Lanka Side

<ol style="list-style-type: none"> Dispatch of JDS Fellows 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)
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(8) Qualifications

<ol style="list-style-type: none"> Nationality: Citizen of Sri Lanka Age: Below the age of 40 as of 1st April in the year of dispatch (in principle). Academic Background: <ul style="list-style-type: none"> Completed the undergraduate level (Bachelor Degree) of education. Has a good command of both written and spoken English at graduate level. Work Experience: <ul style="list-style-type: none"> Completed the probation period and eligible for confirmation. Eligible Officers: <ul style="list-style-type: none"> "Executives/ Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11. Officials those who belong to Board of Investment (BOI) can only apply to the component 1-3 "Business Management". Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to the component 1-4 "Environment Management/ Disaster Management and Climate Change". *Study Topics that are highly relevant to applicant's career development & beneficial to their organization will be given highest priority Others <ul style="list-style-type: none"> A person of sound mind and body A person falls under any of the following items is not eligible to apply: <ul style="list-style-type: none"> ✓ Military personnel registered on the active list or person on alternative military service cannot

apply for JDS.

- ✓ Those who are currently awarded or scheduled to receive another scholarship
- ✓ Those who have obtained a master's or higher degree overseas under the support of foreign scholarship

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
3. Operating Committee:
 Sri Lanka Side: Ministry of Finance, Department of External Resources (ERD); Public Service Commission (PSC); Ministry of Public Services, Provincial Councils and Local Government, Ministry of Education
 Japanese Side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Building a Strong Base for Inclusive and Sustained Economic Growth
2. Component: Urban and Regional Development
3. Target Organization: Please see attached the Design of JDS Project for the Succeeding Four Batches

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

Regarding the economic growth in recent years, economic activities in the western provinces, mainly in Colombo, account for 40% of GDP by province (2018), and the economic gap between urban and rural areas is on an increasing trend. In urban areas where the population is concentrated, there are issues such as measures against traffic jams and traffic accidents by improving the efficiency of transportation systems, development plans to prepare for vulnerabilities caused by climate change and natural disasters, and the introduction of safety and environmentally friendly infrastructure. In addition, in order to stimulate regional economic activities that do not have sufficient ripple effects in urban areas, it is necessary to strengthen policy and institutional design and planning capabilities to promote the securing of financial resources for regional development, industrial development through the introduction of private capital, and the development of social infrastructure.

The challenge is to develop human resources who will lead the formulation and implementation of policies that meet medium- to long-term needs by analyzing the challenges of correcting economic disparities between cities and regions and realizing a balanced development plan for the country as a whole.

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

The Government of Japan's Country Assistance Policy to Democratic Socialist Republic of Sri Lanka (January 2018) sets "Promotion of High-Quality Growth", "Development Support with Consideration for Inclusiveness", and "Mitigation of vulnerabilities" as priority areas. In order to promote further growth and stabilization of Sri Lanka, which is steadily growing, the government of Japan is determined to carry out the support centered on the development of infrastructure and systems for high-quality growth, including human resource development.

According to the JICA Country Analysis Paper for the Democratic Socialist Republic of Sri Lanka (March 2020), in order to promote further development in Sri Lanka, it is mentioned that there is a high need for not only conventional infrastructure development but also institutional construction and operation necessary for sustainable economic management (public investment management, etc.) and human resource development to support this.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation Projects】

- Project for Formulation of Western Province Solid Waste Management Master Plan
- The Project for Technical Cooperation for Greater Kandy Urban Development
- The Project for the Promotion of Mainstreaming Disaster Prevention Based on the Kelani River Basin Development Plan

【Loan Aid (Yen Loan)】

- The Project for Establishment of Light Rail Transit System in Colombo (I)
- Nationwide Transmission and Distribution Network Development and Efficient Improvement Plan
- Rural Infrastructure 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 to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship / partnership between Japan and Sri Lanka.

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in urban and regional development plans and policies from the perspective of sustainable and comprehensive economic growth.

2) Project purpose

To ensure that government officials, who are engaged in urban and regional development plans and policies from the perspective of sustainable and comprehensive economic growth, will improve their capability of policy making and implementation.

(3) Verifiable Indicators

- 1) Ratio of JDS Fellows who obtain Master's degree
- 2) Enhancement of the capacity of 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 Fellows and Accepting University

1) University of Tsukuba, Graduate School of Science and Technology

2 fellows / year, total 8 fellows / 4 years

2) The University of Tokyo, School of Engineering

1 fellows / year, total 4 fellows / 4 years

(5) Activity

1) University of Tsukuba, Graduate School of Science and Technology

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
<ul style="list-style-type: none"> • To help incoming Fellows become ready to undertake course works and researches. 	<ul style="list-style-type: none"> • The University of Tsukuba promotes incoming JDS fellows, who wish to study in engineering, to receive prior study basic mathematics, chemistry, statistics, data collection/ analysis etc. at the intention of the faculty member who is scheduled to teach.
2) During study in Japan	
<ul style="list-style-type: none"> • Acquisition of specialized knowledge. • Acquisition of problem analysis ability and problem solving ability 	<ul style="list-style-type: none"> • Students will take an introduction / exercise on environmental science in the first semester. In the introduction, students will have the opportunity to learn a wide range of topics such as research ethics, environment and society, waste treatment, land use change, public health, meteorology, history of pollution in Japan, hydrology, and ecosystem conservation. • In the exercises, students will learn data collection / analysis methods and literature search methods. • In specialized (optional) courses, students will take courses such as urban / regional development, climate change, water / basin environment, environmental disaster prevention, and ecology to deepen their understanding of their own research subjects from various angles. • In addition to regular classes, students will take four professional training certificate programs. • Students will participate in seminars by experts invited from domestic and overseas universities and research institutes.
<ul style="list-style-type: none"> • To develop human network 	<ul style="list-style-type: none"> • Using the Special Program, the program will invite prominent experts from domestic and overseas universities, hold international seminars for JDS fellows, and they will build an international network with experts. • Using the Special Program, the program will foster practical human resources that meet development

	issues through domestic and overseas training. Specifically, the program will carry out training activities (visiting universities and research institutes, participating in seminars) in Japan and overseas, taking into account the needs of JDS fellows as much as possible.
• Online learning opportunities	<ul style="list-style-type: none"> • The graduate school constructed The URL for the JDS special program and has been enhanced over the past 10 years to provide necessary information for JDS students, follow up with graduates, and share advance information with new JDS students. • Through the URL for the JDS special program, we provide an opportunity to share the research results of JDS students online with the dispatching ministry officials and graduates.
3) After return	
• Follow up activities	<ul style="list-style-type: none"> • At the graduate school, it will conduct self-evaluation and improvement of educational effects and achievements by interacting and following up at post-graduation seminars, and monitoring with JDS graduates.

2) The University of Tokyo, School of Engineering

Target	Contents/ Programs to achieve target
During study in Japan	
<ul style="list-style-type: none"> • Acquire the ability to analyze issues in order to achieve balanced development, and to formulate and to implement policies that meet medium- to long-term needs. 	<p>For development issues in Sri Lanka, the school will make full use of the research and educational experience that this department has accumulated in the development and maintenance of social infrastructure in Japan and overseas, and provide guidance with an emphasis on the following points:</p> <ul style="list-style-type: none"> • Finance for urban / regional development and infrastructure development / maintenance (securing financial resources for regional development). • Integrated implementation of infrastructure development and economic and social development (industrial promotion through the introduction of private capital). • Impact assessment of projects (economy, society, environment) and implementation strategies (policy / institutional design to promote the development of social infrastructure) necessary for efficient development • General knowledge and technology regarding planning, maintenance, operation, and

	countermeasures for transportation and traffic system infrastructure for the realization of safe and smooth transportation services. Human resource development strategy necessary for urban / regional development and infrastructure development / maintenance in the face of declining birthrate and aging population. Labor saving using ICT and big data (strengthening planning ability to promote the development of social infrastructure).
<ul style="list-style-type: none"> • To Strengthen practical ability 	<p>[Special Program]</p> <ul style="list-style-type: none"> • Students will participate in local research and research exchange projects in Japan and Sri Lanka. • The school will provide learning guidance by research assistants and tutors to strengthen the acquisition of basic knowledge and methodologies necessary for research activities.
<ul style="list-style-type: none"> • Acquisition of Japanese language and understanding of Japanese culture 	<ul style="list-style-type: none"> • The school will provide a "Japanese Language Class for Social Infrastructure Studies" to provide opportunities to learn Japanese language and culture for international students who are expected to play an active role as a bridge with Japan in the field of social infrastructure in the future.
<ul style="list-style-type: none"> • To follow-up of returned fellows 	<ul style="list-style-type: none"> • For the graduates of the school, the university alumni association will follow up and maintain/ strengthen the human resources network using the Internet.

(6)-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> 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.)
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(6)-2 Input Duration and the Number of JDS Fellows

<p>1 batch 3 X fellows × 4 years = 12 fellows</p> <p>From the year 2022 (Until 2024) : 3 X fellows, From the year 2023 (Until 2025) : 3 X fellows</p> <p>From the year 2024 (Until 2026) : 3 X fellows, From the year 2024 (Until 2027) : 3 X fellows</p>

(7) Inputs from the Sri Lanka Side

<ol style="list-style-type: none"> 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)
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(8) Qualifications

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

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

*Study Topics that are highly relevant to applicant's career development & beneficial to their organization will be given highest priority
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:
 - ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.
 - ✓ Those who are currently awarded or scheduled to receive another scholarship
 - ✓ Those who have obtained a master's or higher degree overseas under the support of foreign scholarship

Summary of the Result of Supplementary Survey on Target Organization

No	Organization	Roles/ Mandates of the Organization	Top three (3) priority areas and competencies for Human Resource Development of the organization			Monitoring system during study abroad, and supporting system for career development after returning to Sri Lanka	Advantageous opportunities		Expectation from Japan
			Professional Areas				Advantageous opportunities in the Organization		
			1	2	3		Master's degree holder	PhD holder	
1	Central Environment Authority	Overall responsibility in the affairs of the CEA with the objective of integrating environmental considerations into the development process of the country. 1) Protect, manage and enhance the environment 2) Regulate, maintain and control the quality of the environment 3) Prevent, abate and control pollution.	Strategic environment assessment	Environment testing	Environment planning	Continuous communication while studying their masters Having a master adds marks in promotions	Marks in promotions	NA	Latest knowledge on environmental science/ mgt Knowledge on new testing's
2	Ministry of Home Affairs	Being the center of civil administration, facilitation and coordination functions for the related services of the Ministry and its main divisions, namely District Administration, Divisional Administration, Rural Administration, Civil registration and employee welfare, are performed by the Ministry . In line with the national priorities of the Government and targeting the social and economic development, the Ministry collaborates with number of fields such as implementation of public policies, human resource management, institutional development, application of electronic and technological methods and good governance, for the excellence of administrative performance.	Analytical thinking and decision making	Regional development	Resource management including natural resources	Scholarship holder has to submit a report once they return	To go to special grade, they need to have a Masters	No advantage	National thinking / Resource mobilization / Collective thinking Cleanliness / Japanese Local government management on Costing and valuation of public services/ natural resources
3	Irrigation Department	-Development of land and water resources for Irrigated agriculture, Hydro power, Flood control, Domestic use, Industrial use and Agriculture development. -Provision of Irrigation and drainage facilities for cultivable lands in Irrigation and drainage projects. Alleviation of poverty of the rural farming community by increasing their farm income and raising their standard of living. -Management of Water for sustainable Agriculture. -Productivity enhancement of Land and Water in Major/ Medium Irrigation Schemes Integrated Water Resources Management and Participatory Management in Major /Medium Irrigation system.	Engineering	Finance		1. The candidate should submit a final report on his study at abroad after he returned to Country and also he should do a presentation on that regard. 2. He should submit his future plan to enhance the department using the knowledge gained in abroad. 3. He/she will be awarded promotions related to his/her study area and skills.	For the promotion of special class & Grade I, an officer should possess the M.Sc., since we are a pioneer organization which is not hiring outside consultants, we should have experts in our department, so we are promoting our human resources to become experts in related fields, and then they can train their subordinates.	No special advantage	1. Disaster management 2. Structural Designing 3. River Basin Studies
4	Central Engineering Consultancy Bureau (CECB)	Identify needs for capacity building within the engineering professions and for areas associated with engineering as well as to provide guidelines and ideas for capacity building activities, events, projects and programs. CECB has been operating as a self financed Government Corporation since inception and is primarily involved in providing Engineering Consultancy, Construction and related Services. Clients include both Public and Private Institutions.	Engineering (Civil, mechanical, electrical, earth resources and material)	Architecture	Environment science	No such monitoring system is available. But if a scholarship holder cannot complete or do not return, they have to adhere to circular guidelines (government). If the capacity is high of returned scholars, we make them section head/ department head	They earn points in their promotions	There is an increment for obtaining a PhD	New science and technology related topics
5	Labor Ministry	Protection and welfare of the labour community in liaison with the international agencies in relation to the labour enactments and standards and promotion of industrial peace and cooperation. - empower and strengthen tripartite relationship - ensure globally accepted rights and conditions at work - eliminate child labour - protect and empower employed women and promote gender equity and equality - expedite relevant labour law reforms - initiate action to develop a comprehensive social protection strategy	Labor studies	Public policy	Economics & Sustainable Development	Scholars have to submit a report on their return after completing the degree programme	Executives need to have a master's degree qualification to be promoted to special grade in their service categories	N/A	1. Knowledge & experience on Japanese Education system & Culture 2. Theoretical knowledge on relevant studies areas
6	National Building Research Organization, Sri Lanka	Leading research & development institution in the country and a reputed technical services provider in the fields of geotechnical engineering, landslide risk management, human settlements planning, environmental monitoring, building materials research, and engineering project management. NBRO functions under the purview of Ministry of Disaster Management.	Urban Planning	Land slide studies	Sustainable infrastructure		To become a senior scientist, a person needs a Masters. They will receive 1 annual increment	If one has a PhD, 2 increments will be added to salary	Latest knowledge on early warning and disaster risk management
7	Ministry of Industry and Commerce	Ministry responsible for promoting industrial development in the country within the wide policy framework by the government. This Ministry which is the policy formulating entity for the industrial sector has taken several initiatives to increase the industrial sector performance with emphasis on Diversified high value added industry base, High economic growth, More employment opportunities, Environment sustainability, Sustainable industrial development, Regional industrial development.	Public Administration and Management	Public policy making	Economics & Environment management	We send the annual review and appraisal application to them They have to submit a report within month upon their return	In promotions, a Master is essential	N/A	We expect to learn about the latest technology, economical advancement opportunities from Japan

No	Organization	Roles/ Mandates of the Organization	Top three (3) priority areas and competencies for Human Resource Development of the organization			Monitoring system during study abroad, and supporting system for career development after returning to Sri Lanka	Advantageous opportunities		Expectation from Japan
			Professional Areas				Advantageous opportunities in the Organization		
			1	2	3		Master's degree holder	PhD holder	
8	Ministry of Foreign Affairs	The Foreign Ministry coordinates and carries out the foreign policy of the Government of Sri Lanka. The Ministry of Foreign Relations consists of the Ministry headquarters in Colombo and the missions abroad.	International Relation	Diplomacy	Peace and security	According to the relevant circular	Get relevant points according to circulars	N/A	Scholars to bring back all the positives in that culture
9	Ministry of Public Services, Provincial Councils & Local Government	Main responsibilities is formulation of administrative provisions and regulations in order to assure an excellent service delivery to the General Public paying special concern to the uniformity, fairness and efficiency. For this purpose, the Ministry performs tasks such as preparation of Establishments Code and related Public Administration Circulars, making necessary revisions to the same and submission of observations where ever necessary. Formulation and interpretation of policies at national level on the affairs connected to public services, and provision of necessary guidelines are also among the significant tasks of entrusted to the Ministry. Further the management of human resources of public service in more effective way with the administration of All Island Services and Combined Services in order to achieve national development goals is also one of the main role expected from the Ministry.	Provincial council management	Project Management	Sustainable development	They have to submit a report once they return	Add points when they get promotions	N/A	Nationalism Corruption free governance Unity
10	Board of Investment of Sri Lanka	Carrying out its primary function of investment promotion, the BOI aims at sector based investor targeting, while specializing in aftercare, navigating and regulating investor operations to reach its true and highest potential throughout the lifespan of the enterprise.	Infrastructure development	Investment agreements/ export/ import	Project management	Have to submit a report upon arrival	To move to senior level from middle manager level, Masters is needed A professional allowance is given	10 marks are allocated for special achievements. Under this, if one has a PhD, we give some mark	Japanese work habits, corruption free culture
11	Western Provincial Council	1) Formulation and implementation of policies, which facilitate more effective operation of activities in agriculture, agrarian development, industries and environmental affairs within the Province. 2) Identification of problems and constraints that emerge in the face of varied complexities within the province with a view to intensify the agricultural and agrarian development and formulation of plans, in cooperative suggested tactical measures and remedies 3) Strengthening the small industrialists to enable them to manufacture quality product to meet local and foreign market requirements.4) Persuading, advocating creating awareness and building up recognition among small industrialists and handicrafts to produce traditional and up to date creative products utilizing resources available in the province to the utmost. 5) Maintaining and improving the minor irrigation system in the province by creation of public awareness so as to facilitate agricultural development thereby operating and optimum irrigation management mechanism 6) Establishing environment friendly industrial parks and creating healthy environment suitable for human habitation thereby taking measures to maintain a sustainable environment for human and animal life. 7) Effectively promoting agriculture, agrarian development minor irrigation, industries and environmental affairs ensuring in the province maximum contribution of local and foreign organization as well as the public and the private sectors. 8) Managing institutions to extend maximum cooperation to enhance the productive capacity of the province making use of modern technology and techniques. 9) Ensuring exemplary institutional management and coordination by proper utilization and coordination of the national policies with the policies of the provincial councils 10) Ensure sustainable development of the province by proper coordination of provincial and government policies and by securing the maximum technical and financial assistance from both the public and private sectors.	Public Administration and Management	Project Management	IT and management	N/A	To go to special grade, they need to have a Masters	Sometimes there can be a need in future	Academic knowledge Best practices IT systems Customer care
12	Department of Meteorology	A Centre of Excellence in weather and climate related services To provide services pertaining to Meteorology, Aeronautical Meteorology, Ocean Meteorology, Hydro Meteorology, Agricultural Meteorology, Climatology and Astronomy to government agencies, private sector and the general public in keeping with national interest and international standards.	According to the scientific service minute			Each year a report should be submitted In world meteorological organization programs- they follow up the progress	To go to special grade, they need to have a Masters	In future,	Subject Knowledge Attitude change Experience with Japan Met. Department
13	Ministry of Finance	Providing policy guidance to relevant State Ministries, and formulating policies in relation to the subject of Finance, in conformity with the prescribed Laws, Acts and Ordinances, implementation of projects under the National Budget, State Investment and National Development Programme, and formulating, implementing, monitoring and evaluating policies, programmes and projects, related to subjects and functions under below-mentioned Departments, State Corporations and Statutory Institutions for the creation of a "People Centric Economy" based on the national policies implemented by the government, and in accordance with the policy statement "Vistas of Prosperity and Splendour". Providing facilities to direct development activities in coordination with all ministries through the Presidential Task Force for Eradicating Poverty and Economic Revival.	Sustainable development goals	Fiscal policy	Trade facilitation/ taxation	Upon return, they have to submit a report to the management	Yes	No	Attitude change of the scholarship holders Technical knowledge

No	Organization	Roles/ Mandates of the Organization	Top three (3) priority areas and competencies for Human Resource Development of the organization			Monitoring system during study abroad, and supporting system for career development after returning to Sri Lanka	Advantageous opportunities		Expectation from Japan
			Professional Areas				Advantageous opportunities in the Organization		
			1	2	3		Master's degree holder	PhD holder	
14	State Ministry of Production and Supply of Fertilizer and Regulation of Chemical Fertilizers and Insecticide Use	Key functions of this State Ministry are assisting in the formulation of policies in relation to the subject of production and supply of fertilizer and regulation of chemical fertilizer and insecticide use to "encourage use of quality fertilizer" under the direction and guidance of the Minister of Agriculture in conformity with the prescribed Laws, Acts and Ordinances and implementing, projects under the National Budget, State Investment and National Development Programme, and implementing, monitoring and evaluating subjects and functions of the below-mentioned Departments, State Corporations and Statutory Organizations.	Fertilizer management	Chemical and organic fertilizer	Soil management	After returning, have to submit a report In AusAid, they monitored periodic progress. After returning, they sent a questionnaire to analyze what we do is relevant to what we learnt	Service requirement for class 1	Not as a service requirement	
15	Ministry of Transport	Formulation of policies, programmers and projects, monitoring and evaluation in regard to the subject of transport and those subjects that come under the Department of Sri Lanka Railways, Sri Lanka Central Transport Board, National Transport Medical Institute, Department of Motor Traffic, National Transport Commission, Civil Aviation Authority, Airport and Aviation Services (Sri Lanka) Ltd. Take necessary measures to ensure efficient operation of integrated passenger and freight rail transport services by adoption of new technology, development of railway infrastructure and provision of railway services. Provision of passenger ferry services.	Statistical analysis	Transport management	Traffic/ data analysis	Submit a report upon the return	To promote to special grade, masters is a must	Not as a service requirement	To learn Japanese local transport system Historical evolution Culture
16	Road Development Authority	The functions performed by the RDA consist mainly of the maintenance and development of the roads and bridges in the National Highway Network and the planning, design and construction of new highways, bridges and expressways to augment the existing network. Since, the rehabilitation and development of the road network is undertaken with public funds at a very high cost, it is responsibility of the RDA to ensure that the adequate economic returns are achieved from the investments made on highway improvements. This is achieved by carrying out feasibility studies before major projects are undertaken and followed by post evaluation of these projects after completion.	Spatial analysis	Economic analysis	Urban planning	N/A	10 marks for promotion	15 marks for promotion	Technical knowledge on urban and road planning
17	Ministry of Environment	Committed for the management of the environment and natural resources of the country, maintaining the equilibrium between the trends in rapid economic development and use of natural resource base. Social and economic behavior of the increasing human population has put a major threat in achieving these objectives. The ministry has framed key policies for adoption in management of environment and natural resources of the country. These policies are implemented with the participation of stakeholders including government, agencies, NGO's and communities.	Climate change	Biodiversity	Earth science	Submit a report upon the return	Service requirement for class 1	Not as a service requirement	Environmental protection and the attitude
18	Ministry of Plantation Industries	Providing policy guidance to relevant State Ministries, and formulating policies in relation to the subject of Plantation, in conformity with the prescribed Laws, Acts and Ordinances, implementation of projects under the national budget, state Investment and National Development Program, and formulating, implementing, monitoring and evaluating policies, programs and projects, related to subjects and functions under below-mentioned Departments, State Corporations and Statutory Institutions for the creation of an "export focused plantation industry infused with new technology" based on the national policies implemented by the government, and in accordance with the policy statement "Vistas of Prosperity and Splendour".	Public management	Finance management	Agriculture	Scholarship holders should do a presentation upon return	Service requirement for class 1	For research positions under 5 research institute of the ministry, PhD is a service requirement	Technical knowledge on plantation management
19	State Ministry of Urban Development, Coast Conservation, Waste Disposal, and Community Cleanliness	The prime objective is to bring systematic changes and development processes into the urban community in Sri Lanka which will ensure that the inhabitants of urban areas become a part of socio economic development of the country while maintaining high levels in quality of life.	Urban Planning	Waste management	Urban development	Submit a report upon the return	Service requirement for class 1	Not a service requirement	To lean the best urban development/ planning practices
20	Urban Development Authority	Promote Integrated Planning and implementation for the economic, social, environment and physical development of the declared urban areas.	Urban Planning	Urban development	Sustainable development	N/A	They get marks in promotion	N/A	To get the knowledge of best urban development technologies, methods

Designing a System for a Japanese-language Framework

This report discusses the possibility of accepting international students for graduate programs taught in Japanese within the framework of the Project for Human Resource Development Scholarship (JDS), which has been explored based on information collected in a JDS preparatory survey. Firstly, the survey team provides insights into obtaining degrees in Japan from a diplomatic perspective. Secondly, the team reports the need for such programs in Sri Lanka identified from information collected through questionnaire surveys and interviews to local government organizations. Thirdly, the team reports the findings of interviews about considerations to take into account in the future in order to consider accepting international students from Sri Lanka and other countries for Japanese-taught graduate programs. The considerations that the team has identified from experts in the field of Japanese language teaching (e.g. Japanese language teachers and universities) include the length of study time required before obtaining a master's degree taught in Japanese and arrangements that must be made by host universities in Japan. Lastly, the team present a proposed framework for Sri Lanka based on the local needs and the information gathered from the experts.

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

(1) Significance of learning Japanese

In order to increase other countries' interest in and understanding of Japan, it is highly effective to provide opportunities to learn Japanese to non-Japanese people and to increase the number of people learning the language¹. It is a first step toward fostering strong pro-Japanese sentiment in the international community. The knowledge of the Japanese language is vital for gaining a better understanding of our country's public policy and our thinking, culture and society that lie behind it. It is considered important to offer enriched Japanese language courses to non-Japanese people who can be our partners (e.g. government agency officials or diplomats) to strengthen our relationship with their country and to increase people who have strong pro-Japanese sentiment².

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

¹ 2008 Report "Improvement of Japan's Presence in the Promotion of the Japanese Language: For Intellectual Infrastructure Development to Advance Economic Growth" presented by the International Exchange Council of Ministry of Foreign Affairs

² "International Economy and Diplomacy Research Report" by the International Economy and Diplomacy Research Committee, the House of Councilors of the National Diet of Japan, 2019

(2) Obtaining degrees taught in Japanese

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

The JDS project is aimed at administrative officials who are responsible for public policy making. In addition to the significance described in (1) above, there is another important point that a Japanese language course will be offered in the JDS project, which is, as described above, international students (i.e. administrative officials) can be expected to help build a closer relationship with Japan (including experts in their fields of specialty and administrative officials) through synergy achieved by studying their chosen fields and learning Japanese alongside. The Chinese government has been attempting to extend its influence around the world with the Belt and Road Initiative, a global infrastructure development strategy, and the establishment of Confucius Institutes³. Japan, on the other hand, can develop a strategy that is uniquely Japanese. It will be of significant importance, in terms of both diplomacy and the project's outcome and added value, to train and develop, through a Japanese language course offered in the JDS project, a small number of core talent in the governments of countries important to the Japanese government, who will truly understand our country and have a closer relationship with it.

(3) Other

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

2. Target organization needs survey

The survey team requested 62 target organizations to participate in questionnaire surveys or interviews

³ The Confucius Institute program is China's national program launched by the Chinese government in 2004 to promote its language and introduce its culture in the world. Confucius Institutes are Chinese language educational institutions. 550 Confucius Institutes have been established in 162 countries around the world and 15 have been set up in universities in Japan. In August 2020, the US government made an announcement that the Confucius Institute will be designated as a foreign mission, similar to diplomatic embassies.

in this preparatory survey and 21 target organizations responded.

Answers to questions relating to obtaining master's degrees taught in Japanese

Question 1: Do you have any staff who are able to speak Japanese?	
Yes: 2 organizations	No: 19 organizations
Question 2: Is there any staff who obtains N1-3 ?	
Yes: 0 organizations	NA: 21 organizations
Question 3: Is it possible for your staff to be sent for a master's degree taught in Japanese?	
Yes: 0 organizations	No: 21 organizations
Question 4: Is there a need to obtain a master's degree taught in Japanese?	
Yes: 3 organizations	No: 15 organizations, NA : 3 organizations

* NA means no answer.

In addition, in the interviews with each target organization, the survey team asked questions about the following items and collected information.

1	How many civil servants have N1 / N2 / N3 level Japanese proficiency?
2	How will your career affect if you study abroad in Japanese?
3	Is it acceptable to set up a Japanese language study period and take longer leave than usual?
4	Is there a need for the organization to send personnel to the master's program in Japanese? If so, what are the needs for sending personnel to the master's program in Japanese?
5	Are there any civil servants who have studied abroad in Japan at the undergraduate level?

Target organizations' comments

- BOI, Executive Director, HR Department: There are no staff members with Japanese proficiency. It will be hard to follow the master's course in Japanese, but our organization will have organizational benefits as we work with Japanese investors
- Department of Irrigation, Director General of Irrigation Department: There is no staff member with qualifications such as N3, but there are 16 staff members with Japanese proficiency at the beginner level. As there are many technical documents in Japanese which are related to our organization, it will be beneficial for us to read them and get the knowledge.
- Ministry of Home Affairs, Additional Secretary, Regional Administration Reform Division: Our working languages all around the country are Sinhala, English and Tamil. In our employment, we get points for learning Tamil (if the employee is Sinhala). Therefore, the government arranges Tamil and English learning opportunities for officials. But for other languages including Japanese, we do not have any additional demand or value.
- Ministry of Industry, Assistant Secretary (HR and IT), Administration Department: For All Island Service professionals, there will be no specific area to work. They will be transferred to any places in the island and will have to work in any field of subject. Therefore, having done a masters in Japanese will not add value for them when working in Sri Lanka.

- Ministry of Finance, Additional Director General, Administration Department: I have no seen any employee with Japanese language skill.
- Ministry of Foreign Affairs, Acting Director General, Policy Planning, Research and HR: Each Foreign service batch has one professional that is capable in Japanese. Regarding Japanese language training, the Japan Foundation provides eight months of Japanese language training for the staff of our ministry. At the Ministry of Foreign Affairs, most employees have a master's degree by the time they enter the ministry/ service. The Ministry of Foreign Affairs receives scholarship program opportunities directly from each donor government without going through ERD. Therefore, we would like to participate in a program prepared for the ministry staff, not in the same scholarship program as other civil servants participate.
- NBRO, Officer, Administration and HR: It will be really hard to learn Japanese to follow a masters since no one has knowledge on even basic Japanese language.

The questionnaire surveys and interviews to target organizations revealed that there was no public and government officials who has Japanese language skill that is equivalent to the levels of N1 to N3 of Japanese Language Proficiency Test (JLPT). Accordingly, it is less likely to have, every year, candidates who meet the requirement on Japanese language skill that Japanese universities expect them to have if we accept students in Master's courses in Japanese language from Sri Lanka.

Only three organization (BOI, the Irrigation Department, and the Foreign Ministry), among the 21 organizations, answered that they have the need for dispatch of their officials to Master's courses in Japanese language. In particular, BOI and the Irrigation Department explicitly mentioned that they have such need as shown above. We thus have identified a few organizations that are willing to consider studying in Japanese language while the remaining majority are not.

The survey team also received the following feedback from Japanese organizations in Sri Lanka:

Feedback from a Japanese organization (Embassy of Japan in Sri Lanka)

Embassy of Japan in Sri Lanka: If you are asking the feasibility of creating seats in the newly-established studying-in-Japanese language course for candidates who understand the language by decreasing the number of seats in the studying-in-English language course of JDS, our answer is that we have never received a request to accept students in Master's course in Japanese language from the Government of Sri Lanka. We think the need for and feasibility of such course are low and the course is unnecessary. The reason is that the level of Japanese language skill of officials in Sri Lanka is not as high as the one which enables them to join classes together with Japanese students, and people who are fluent enough in Japanese language work not in the Government but in the private sector.

As the Government of Sri Lanka has a small number of people who can understand Japanese language, if candidate officials have academic and other abilities that are not inferior to non-candidates, sending officials who have Japanese language skill to Japan for studying would be a good idea. Nevertheless,

if candidates are selected due only to additional scores that they gained for their Japanese language skill without considering their overall academic ability and personality, they might affect whole JDS system. Therefore, we think it is unnecessary to be so particular about Japanese language skill. We hope officials in Sri Lanka will become pro-Japanese and familiar with Japanese regardless of their level of Japanese language skill.

JICA Sri Lanka Office: Unlike in Viet Nam and Mongolia, it is questionable whether the Government of Sri Lanka has many officials who have Japanese language skill sufficient enough to obtain a degree in Japanese language. We think that neither the need nor the feasibility as a course is low. The Government of Sri Lanka has a small number of officials who understand Japanese language but how they are proficient in the language is not clear. The Government thus would not agree on decreasing the number of seats in the course for studying in Japan in English language in order to send its officials to the newly-established course for studying in Japan in Japanese language.

Furthermore, the Government requires its officials to move to each province of Sri Lanka and to follow the regular rotation among ministries, which pushes down the possibility to work in a Japan-related department even with officials who learned advanced Japanese language. Accordingly, the incentive to enable them to learn for Japan would be low.

The information below is collected from Japanese language teaching institutions in Sri Lanka.

[Japanese language teaching institutions]

The Nippon Foundation has established the Sri Lanka Japan Cultural Centre in Colombo, the capital of Sri Lanka. The Centre offers training courses for a fee for each level of N5 to N1 of JLPT. People who want to enroll excluding those applying to the N5 course must take an entrance exam to check their level of Japanese language skill. The Centre said it also provides Japanese language courses on request.

There are three higher educational organizations in which undergraduate students can learn Japanese language: Department of Modern Languages, Faculty of Humanities of University of Kelaniya, Department of Languages, Social Sciences & Languages of Sabaragamuwa University of Sri Lanka, and Department of Tourism and Hospitality Management, Faculty of Management Studies of Rajarata University of Sri Lanka Mihintale. At the graduate course level, Masters in Japanese Studies, Faculty of graduate studies of University of Colombo has been offering Japanese language education.

The Japanese Language Education Association of Sri Lanka acts as the JLPT testing agency in Sri Lanka and conducts the test once a year (in December) in Colombo.

It would be difficult to make officials participate in Japanese language training in local school over six months to a year to improve Japanese language skill or to get the JLPT N1 level. This is because it is hard to 1) obtain approval on long-term leave from work, 2) establish the sound learning environment, and 3) secure the quality of teaching.

As for 1), it would probably be difficult to get understanding and approval from participants' organization on long-term leave for language training in home country. Concerning 2), establishing an environment in which students can concentrate on studying with understanding of their families and

close persons would also be not an easy feat. Many of the present JDS 2020 students have been taking classes of their university online in their home country and the majority of them have found hard to concentrate on classes in such environment. Our Center's Japanese language instructors also have pointed out the importance of creating an environment in which students can stay highly focused on studying to get the N1 level. For 3), how hard to secure the quality depends on countries. According to the Sri Lanka Japan Cultural Centre, people who have already got the N3 level will need two years to get the N1 level if they study Japanese once a week and beginners four to five years. Although the Centre mentioned its possibility to organize a preliminary Japanese language training course over six months, for example, in response to such request, it has no record of intensive training that meets the expectation of the JDS program. Therefore, whether the Centre is capable of providing training with promising contents and effects remains unclear.

3. Interviews with experts in the field of Japanese language teaching

Experts in the field of Japanese language teaching made the following comments on the development of a Japanese-taught graduate program framework and shared their insights about how candidates can improve their Japanese language competence and how they can study in Japan:

(1) JASSO

- Approaches for developing a framework for Japanese-taught master's programs vary greatly depending on the purpose of enrolling students in the programs. If the sole purpose is to train and develop civil servants who have a better understanding of Japan and a good command of Japanese, they can take English-taught graduate courses and learn Japanese alongside. (Consider offering a Japanese language course as an optional course or providing incentives for acquiring Japanese language qualifications.)
- Assuming that the level of Japanese language competence required for a master's program is Japanese Language Proficiency Test (JLPT) N1 and that it takes at least two years for students learning Japanese at an elementary level to reach N1, they will need a total of four years, including a two-year master's program.
- If a Japanese-taught graduate program framework is to be developed, it is a good idea to carry out the project on a pilot basis and to narrow down the target and start off on a smaller scale.

(2) JDS China

- To apply for the Japanese language course, applicants must have Japanese Language Proficiency Test (JLPT) N1 equivalent Japanese language competence. Applicants who do not meet the N1 requirement are required to take an N1 equivalent test to prove their language competence.
- A 70-hour pre-arrival Japanese language course is provided to students in Beijing before their arrival in Japan (5 hours a day × 14 days). The course is for all students and level specific. Japanese language course students are in an advanced class. They are provided with practical guidance on how to write theses and how to communicate with faculty staff in Japanese. Presentations on research projects are made at the end of the course.

(3) Japanese language teachers (about Japanese Language Proficiency Test (JLPT))

- It is said that beginner-level Japanese language learners need to study for at least 900 hours to pass JLPT N1.
- Beginner-level Japanese language learners who have studied for five to six hours a day for two years can pass JLPT N1 if they perform well. The average learner would aim for JLPT N2.
- Those who have already passed JLPT N3 may be able to pass JLPT N1 or N2 if they study for five to six hours a day for a year if they perform well.
- To enroll in an undergraduate program, an applicant must have a minimum EJU score of 300 (equivalent to JLPT N1). Those who apply for an undergraduate program may often be required to have a higher level of Japanese language competence than those applying for a master's program. (It appears that a focus is placed on master's degree applicants' Japanese competence levels and specialist knowledge by evaluating their research projects in Japanese in master's program admission examinations.)

(4) Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development (PEACE)⁴

- Each year, about 50 master's program students from Afghanistan are hosted on this project. More than 50% of the students are first granted admission as research students and then as regular students in a master's program after completing a six-month training course. (Research students spend most of their training course period improving their basic academic skills necessary for admission as regular students.)
- The types of admissions vary from university to university. Universities provide information on how they grant admission e.g. (1) admission as regular students, (2) admission as research students first and then as regular students, or (3) admission as either regular students or research students depending on their admission assessment results. Applicants are advised to check the admission criteria of their preferred universities before applying.
- The same application documents and admission process apply to both regular students and research students.
- Even if students are granted admission as research students, they will be assessed on the assumption that they will be enrolled in a master's program as regular students. There is a regular student admission examination for research students during their research student period, but very few students have failed in the examination (because they prepared for the examination while they were research students).

⁴ This project accepts students who will be enrolled in a master's program taught in English. The comment from this project is not intended to provide information on master's programs taught in Japanese, but it is given to provide general information on how students with no master's degree level of Japanese competence would be accepted as research students before enrolling in a master's program in Japan.

(5) Graduate School of Political Science, Waseda University

- As its international student admission policy, the Graduate School of Political Science, Waseda University gives no priority to specific countries or projects in the admission process and grants admission to international students on merit. The Graduate School offers three courses in the master's program and the political science course accepts JDS students from China.
- The graduate school admission screening process consists of two stages: an application review and an interview. Applicants must have Japanese language competence equivalent to JLPT N1. According to supervisors, even those who have passed JLPT N1 may not necessarily have sufficient Japanese language competence. Therefore, those who have only passed JLPT N2 or N3 are not allowed to apply. Further, those applying for the Japanese language course also need to submit their English language proficiency test scores (TOEFL or IELTS).
- International students on the international student sponsorship program of the Ministry of Education, Culture, Sports, Science and Technology (MEXT) may be admitted as non-regular students (i.e. research students) for up to one year from their arrival in Japan after passing a government-sponsored international student admission examination. They will be admitted to the graduate program once they have passed a general admission examination for regular master's degree students after studying for one year as non-regular students. (Alternatively, they may be transferred to other universities.)

4. Proposal on alternatives to degree programs taught in Japanese

The survey result mentioned above shows that the introduction of the system that enables participants to obtain Master's degrees in Japanese language to JDS Sri Lanka may have a large impact on the program outcomes as well as the diplomatic significance in terms of the effectiveness of soft power and public diplomacy. Nevertheless, as mentioned earlier, the Government of Sri Lanka has neither high need for Japanese language skill acquisition nor enough number of people who are likely to be candidates. Even if we expand candidates to officials who do not have the skill to write the master's thesis in Japanese language and accept them in graduate schools in Japan, it would be hard to stably get candidates. The program's sustainability would thus be low, and we consider that the introduction of the master's course program in Japanese language is difficult at present.

Instead, we would like to propose other options to enhance the diplomatic effect of the program and to nurture true pro-Japan officials. As JASSO mentioned in Annex 1, the first option is the establishment of a system to enable participants to learn, in English language, classes related to their disciplines in graduate school in Japan while studying Japanese language at Japanese classes arranged by JDS. Granting incentives to encourage them to acquire a Japanese language qualification would be effective to make them willing to study Japanese language. The second option is a study-abroad system consisting of an intern period and two-year study period. Under this system, participants will learn Japanese language in universities in Japan in the intern period and obtain their degree in English

language. In short, our proposals can be summarized as below.

- Regularly conduct Japanese language courses as part of the JDS program during students' stay in Japan.
- Pay JLPT fees for test takers.
- Research student period (a fixed period of learning Japanese) plus a two-year master's program (taught in English)

Based on the survey findings, we will continue to consider frameworks that enable students to improve their Japanese skills and study in Japan while monitoring the situations in other countries.

End