

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

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

Final Report

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Japan International Cooperation Agency (JICA)

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SUMMARY

1. Summary of the Preparatory Survey

(1) Background of the Survey

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

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

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

People's Republic of Bangladesh (hereinafter referred to as "Bangladesh") has been one of the target countries since 2001, the 3rd year from the beginning of JDS, with 426 JDS fellows dispatched to Japan from 2002 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 Bangladesh, relevant JICA programs, etc. in the formulation of the project based upon the needs of the Government of Bangladesh.

(2) Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Bangladesh and needs for human resource development, and formulate a framework for 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 Bangladesh has been conducted from November to January 2021.

- November 2020 to January 2021: Field survey
 - Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy for Bangladesh and development needs of Bangladesh
 - Confirming the implementation structure of the project
 - 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 Bangladesh (from JDS Fellows 2022 to 2025)

Sub-Program	Component	University	Graduate School	Slot
1. Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administration both in Central & Field Level	Meiji University	Graduate School of Governance Studies	4
		Yamaguchi University	Graduate School of Economics	4
		Kobe University	Graduate School of International Cooperation Studies	2
	1-2 Development of Capacity for Judiciary System and Policy	Keio University	Law School	2
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	University of Tsukuba	Graduate School of Science and Technology	4
		Hiroshima University	Graduate School of Advanced Science and Engineering/ Graduate School of Humanities and Social Sciences	4
	1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management	Hiroshima University	Graduate School of Humanities and Social Sciences	3
		International University of Japan	Graduate School of International Relations	3
		<u>Rikkyo University</u>	<u>Graduate School of Business</u>	2
		Kobe University	Graduate School of International Cooperation Studies	2

※ The name underlined and in bold is a host university that has been added from the next phase.

② Target Organizations

It was agreed in the first JDS Operating Committee meeting in 2020 that the target organizations and groups continue to be targeted to Bangladesh Civil Service (BCS) Cadre officers in the government of Bangladesh and Class-1 officers of Bangladesh Bank same as the current phase, who are closely related to each sub-program/component and are expected to make a direct contribution to solving the development issues.

It was also confirmed that Component 1-2 “Development of Capacity for Judiciary System and Policy” will continue to be targeted at the Bangladesh Judicial Service (BJS) officers, taking collaboration with Japanese projects into consideration. In addition, a new expected target group of the Class-1 officers in the Legislative and Parliamentary Affairs Division, Ministry of Law, Justice and the Parliamentary Affairs will be approved at the first JDS Operating Committee meeting in 2021.

③ The Operating Committee

In view of the role of the JDS Operating Committee in the new system guidelines, the Ministry of Finance, Economic Relations Division (ERD), Ministry of Finance, Ministry of Public Administration, Ministry of Planning, and Ministry of Education are members of the Bangladesh side of the JDS Operating Committee as the current phase.

In addition, the Japanese side proposed to join the Bangladesh Ministry of Foreign Affairs as a new member of the Operating Committee from the perspective of strengthening diplomatic relations. Although there was no particular objection from the Bangladesh side committee members, ERD expressed that the joining of the Ministry of Foreign Affairs would take time for the procedures within the government. Therefore, joining of the Ministry of Foreign Affairs will continue to wait for approval from the ERD, the Ministry of Finance, and the Ministry of Planning.

Operating Committee Members

Country	Position	Present Members
Bangladesh side	Chairperson	Economic Relations Division, Ministry of Finance, Additional Secretary
	Member	Ministry of Education, Joint Secretary
	Member	Ministry of Planning, Joint Chief
	Member	Ministry of Public Administration, Joint Secretary
	Member	Ministry of Foreign Affairs (Under procedures for approval)
	Project Director	Economic Relations Division, Ministry of Finance, Joint Secretary
Japan side	Co-Chairperson	Embassy of Japan in Bangladesh, Counsellor
	Secretariat	JICA Bangladesh Office, Senior Representative

(5) Evaluation of Relevance of the JDS Project

Based on the development plan of Bangladesh and the current situation and issues of the concerned sector, the consistency between JDS and the development plan of Bangladesh was analyzed. The priority areas of the JDS Bangladesh in the next phase will be regarded as contributing to priority policies in the Bangladesh development plan, *the Eighth Five Year Plan*, announced in July 2020.

In "Country Development Cooperation Policy for the People's Republic of Bangladesh" of Japan (February 2018), under a basic policy of Japanese ODA (Overall Goal) "Accelerating sustainable and equitable economic growth and removing poverty in order to become a middle-income country", it has been formulated for "accelerating economic growth for the benefit of all citizens toward a middle-income country" and "Overcoming social vulnerabilities" as Priority Areas (Subsidiary Goals). Development issues and cooperation programs has been also set based on each Priority Area. The main target organizations are regarded as projects to develop core human resources in regulatory agencies that have jurisdiction over each field in response to each of development issues, in line with the cooperation policies of Japan and JICA.

2. Recommendations

(1) Implementation of JDS considering Diplomatic Effects

To the Bangladesh side of the JDS Operating Committee, the Survey Team proposed that the Ministry of Foreign Affairs should be added as a member of the Operating Committee in order to further enhance the diplomatic effect of JDS from the next phase. Then, the Team obtained a certain degree of consent from the Bangladesh side.

In this Preparatory Survey, the framework was reviewed and set with the main target being the administrative officers who have an influence on the development issues in Bangladesh. As a result, the transition model proposed in the basic research, that is, it will be shifted from the first stage targeting "fostering civil servants working on the development issues" to the second stage "human resources development of civil servants who have an influence on development issues". It is also necessary to characterize JDS that is more conscious of diplomatic effects in order to strengthen its comparative advantage with other donors.

(2) Issues of the JDS in Bangladesh

“Continuing to secure excellent candidates from the ministries/divisions” is one of the issues of JDS Bangladesh. In order to make the JDS project conscious of the diplomatic effects, it is necessary to be aware of the strategy and to implement it more effectively for pursuing operation of applications with high diplomatic significance in recruitment and selection. In particular, in Component 1-4 of the next phase, the number of slots will increase by four, Taxation, Customs and Excise Cadre officers belonging to the National Board of Revenue, Ministry of Finance, will be one of the main targets. Therefore, it is necessary to take measures to ensure that JDS fellows in Component 1-4 are also from BCS Cadre officers.

In JDS Bangladesh, “Gender balance” is also an issue and the participation rate of women is low. Therefore, as one of the measures to increase the number of female final candidates, we aim to secure “a total of 250 applicants (including 50 female applicants)” in the recruitment of master's programs in the next phase. In fact, in the selection of the 20th batch (in 2021), which gathered 250 applicants, 9 out of 30 final candidates were women. Thus, it is considered desirable to realistically maintain the proportion of women at 30%. In that case, the percentage of women from the start of JDS Bangladesh in 2001 to the end of the next phase in 2025 will increase from the current 16.1% to 19.8%. In addition, we will focus on recruiting activities with the cooperation of the BCS Woman Network and female JDS returned fellows.

“Proper assignment of JDS returned fellows” is also an issue. The Japanese side will continue to encourage the Operating Committee members to increase the number of JDS returned fellows who will be properly assigned, while it seems to be effective to make information on JDS good practices public to the government of Bangladesh government.

(3) Cooperation with other ODA projects

The Japanese side will seek cooperation with other ODA projects in Bangladesh, centered on currently promoting "the Project for Improvement of Government and Management Research and Training Facilities" and "Bangladesh-Japan ICT Engineers' Training Program (B-JET)"², which was completed last year but is still being implemented mainly by University of Miyazaki.

² [North South University News](#)

In particular, the former aims to develop advanced human resources and improve the environment through the development of facilities and equipment for leader development and policy research at the "the Bangladesh Institute of Governance and Management" (BIGM), a higher education and research institution under the jurisdiction of the Ministry of Public Administration, and JDS has a high relativity with this project. As well as collaboration before and after studying in Japan at JDS, it is also possible to present opinions on the draft research plan of JDS applicants and visit BIGM as observers. The latter is a program centered on learning Japanese with the goal of employment in a Japanese company, but it also emphasizes "learning team building" for employment in Japan, and it also overlaps with the development of future leaders in JDS.

(4) Comparative advantages with other donors' scholarship programs

In Bangladesh, where competition with other donor scholarships is high, JDS needs to make efforts to differentiate itself from other donor scholarships and gain a comparative advantage. Among the civil servants of Bangladesh, it is said that JDS and the Australian Award Scholarship (AAS) are the two major overseas study projects, so the Survey Team summarized comparative advantages among two scholarships. As a result, it was found that JDS has an advantage in degree acquisition rate, identification of target persons (BCS Cadre officers), continuation of acceptance number in one phase, existence of implementing agent to support a wide range of JDS fellows in Japan, special budget, etc. On the other hand, aiming to strengthen JDS's international competitiveness in order to win the competition for international students among donors, we will promptly respond to the disadvantage points, and make more attractive scholarship projects.

(5) Formation of critical mass

In this Preparatory Survey, based on the definition of critical mass in JICE³ proposed in the past JDS Preparatory Surveys in other countries, the feasibility in Bangladesh was examined. The critical mass at Bangladesh Bank is a good example in that it has a certain amount of numerical volume.

On the other hand, BCS Cadre officers, especially administration cadre officers do not work at one institution for a long period because they are frequently transferred on a regular basis. Therefore, the formation of a strong network of civil servants is main purpose between JDS returned fellows who contribute to solving development issues in the same field, and it is regarded as a group similar to the critical mass. It is thought to be effective to solicit as many administration cadre officers as possible online, exchange opinions on their development issues, hold competitions for each theme, publish contributions, and carry out activities to encourage participation and create specific networking. Strictly speaking, these activities are not directly related to critical mass, but it can be expected that these activities will lead to the emergence of a

³ JICE defines "Critical Mass" as "ideally, JDS returned fellows who are good understanding and friendly towards Japan should account for 30% of the organization's executive posts (at least 20%)", applying marketing term to JDS.

new concept of critical mass in line with the circumstances peculiar to Bangladesh.

(6) Initiatives for JDS Fellows During Stay in Japan

From the perspective of improving the abilities of JDS fellows, building relationships that form the basis of good bilateral relations, and differentiating JDS from other scholarships, it is desirable to add value while JDS fellows are staying in Japan, not only their studies at the host university. Learning Japanese is also an effective way to develop human resources who can understand deeply Japanese people's hearts and spirits through communication with them and build relationships. If the purpose of JDS is to develop human resources who will contribute to the friendly relationship between the two countries in the future, one of the activities of the project is to add a program to learn Japanese and to promote understanding of Japanese culture.

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

In Bangladesh, the JDS Alumni Association (JDSAA) was established in 2010, and all of 355 JDS returned fellows have joined so far. Although the activities were stagnant due to the COVID-19 disaster in 2020, the implementing agent continues to support the alumni association so that executive members can plan and implement the activities independently. On the other hand, it is important to have JDS returned fellows who have leadership and a sense of responsibility as a key person, and to utilize the potential network power of JDS returned fellows who have strong ties, centered on a key person. Furthermore, it can be effective that the network of JDS returned fellows is not limited to Bangladesh, but is expanded to South Asia and ASEAN region. Also, it is also effective to seek cooperation with Bangladeshi former students in Japan through other schemes and receive the information, called "make listeners". Thus, it is also one of the important roles to be promoted by the implementing agency that creates a place to share the experience of Japan continuously, such as holding online meetings for each component, because we can expect a certain effect just by sharing the feeling of "connected to Japan".

In the JDS selection, many applicants gather every year and maintain a high competition rate, an environment to secure excellent JDS fellows. On the other hand, as a result, a considerable number of unsuccessful applicants are inevitably produced. Therefore, in this paper, the Survey Team proposes to consider "the receiver under JDS" among these unsuccessful applicants. Based on this consideration, we will continue to build individual relationships with the failed applicants who could become the final candidates in just one step. It is effective from the viewpoint of loyalty to Japan, deepening of friendship towards Japan, diplomatic significance, and securing superiority with other donors. If the past failed applicants and the implementing agency keep in close contact with each other and finally pass the JDS selection, JDS will be accepted by themselves even more favorably, and it will have the potential to continue the good relationship as a "supporter" of JDS and even Japan for a long time after studying abroad.

(8) Impact of COVID-19

The Survey Team was not conducted as planned as two field surveys, scheduled in December, 2020 and January, 2021 were not realized due to COVID-19 disease and conducted the surveys through online. It is not possible to predict whether the situation regarding the COVID-19 will affect the number of applicants and fellows in 2021, but information such as changes in the number of applicants in 2020 and the reaction about study abroad within the government. It is necessary to continue to pay attention to this matter.

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LIST OF ABBREVIATIONS

Abbreviation	Description
AAS	Australia Awards Scholarship
ACR	Annual Confidential Report
ADB	Asian Development Bank
BCS	Bangladesh Civil Service
BCSAA	Bangladesh Civil Service Administration Academy
BJS	Bangladesh Judicial Service
BPATC	Bangladesh Public Administration Training Center
BPSC	Bangladesh Public Service Commission
E/N	Exchange of Note
ERD	Economic Relations Division
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
IELTS	International English Language Testing System
IMF	International Monetary Fund
JASSO	Japan Student Services Organization
JDS	Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
KOICA	Korea International Cooperation Agency
LDC	Least Developed Countries
MEXT	Ministry of Education, Culture, Sports, Science and Technology of Japan
MOFCOM	Ministry of Commerce of People's Republic of China
NGO	Non Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
SATREPS	Science and Technology Research
SNS	Social Networking Services
SSB	Superior Selection Board
TOEFL	Test of English as a Foreign Language
UNDP	United Nations Development Programme
YLP	Young Leader's Program

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

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 FY2000 up to FY2020.

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Ghana in Africa in FY2012, to Nepal in FY2016 and to Bhutan, Pakistan, and East Timor in FY2019. At present, the project has 16 target countries. Indonesia left the JDS project, which was conducted by JICA in FY2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS participants from China accepted in FY2012⁴. From FY2021, 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	25	25	25	20	20	20	19	20	20	20	20	20	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	33	34	35	35	28	29	30	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	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	22	22	22	22	44	44	44	44	48	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	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	13	78
15. Nepal																	20	20	20	20	22	102
16. Timor-Leste																					8	16
17. Pakistan																					17	33
18. Bhutan																					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

⁴ After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

At first, intake plans for the various academic fields were made each year and human resources from both public and private sectors were accepted. Since FY2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, the target of the project is limited to government officers who are involved in the planning and implementation of policy in development issues. This system endeavors to select and focus Japanese government development aid through the JDS project by accepting international students in four batches in the same target area and from the same target organization and assigning them to the same accepting university. The system aims to form a “critical mass” with a group of JDS returned fellows in each government ministry and agency, so that JDS fellows will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting university for four years, the system plans to form networks between related organization in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

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

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the target countries⁵, 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.

⁵ The JDS basic research in FY2014 was conducted in 11 countries except Ghana, which was excluded because its first JDS fellows had only just returned to the country. The FY2019 basic research was conducted in 13 countries. East Timor, Pakistan and Bhutan were excluded because they did not have any 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	
<p style="text-align: center;">Increasing Additional Value ↓ Branding</p>	Basic project framework	Setting 1-year course Expansion of target candidates to the middle-aged group (reduced age requirements)
	Pre-arrival program	3-month Japanese language training
	Program during study in Japan	Formation of a network with Japanese ministries and local governments Implementation of internships in government agencies, NGOs, companies, etc. Service and ceremony (VIP visit on arrival in Japan, etc.)
	Activities after returning to home country	Strengthening follow-up activities (support for alumni association networks and research activities after returning to home country, etc.) Sharing and disseminating returned fellows lists to Japan-related institutions
	Improving and strengthening public relations and promotion methods	Redesigning brochures Introducing web applications

In addition, for countries where JDS is being conducted, the number of development issues which require donors to deal with them is likely to decrease as the project continues. Therefore, JDS sets three stages of development; 1. response to development issues, 2. response to development issues and Japan's national interest, and 3. Japan's national interest. The focus of the target 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 project	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in civil service who address development issues (Responding to development issues)	Development of core human resources in civil service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government 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. Current Situation and Issues of the Bangladesh JDS project

(1) Outcome from the start of JDS to FY2020

1) Achievements of the acceptance

Bangladesh became the target in FY2001, the third year of the JDS project. From the first dispatch in FY2002 to March 2021, Bangladesh has dispatched to Japan 417 international students in master's courses and nine students in doctoral courses. Of these, excluding 57 students in master's courses currently studying in Japan and eight students in doctoral courses continuing research, 355 students obtained a master's degree and one student obtained a doctorate degree. The rate of master's degree recipients is high, at 98.5%. So far, although five of those have not obtained a degree due to problems with their academic ability, health, or family, it can be said that "acquisition of knowledge in specialized fields," one of the project objectives of JDS, has largely been achieved.

Table 4 Outcome of the past Bangladesh JDS in the past (as of May, 2021)

Batch	Year of Arrival	Number of fellows	Gender		Organization				Number of unsuccessful fellows
			Male	Female (rate)	BCS	BJS	BB ⁶	Others	
1 st	2002	29	21	8(28%)	10	1	1	17	1
2 nd	2003	19	18	1(5%)	5	2	-	12	-
3 rd	2004	20	11	9(45%)	9	-	-	11	-
4 th	2005	20	18	2(10%)	10	-	1	9	-
5 th	2006	20	17	3(15%)	16	-	-	4	-
6 th	2007	20	17	3(15%)	17	-	3	-	-
7 th	2008	20	17	3(15%)	17	-	3	-	-
8 th	2009	20	17	3(15%)	14	-	6	-	1
9 th	2010	15	13	2(13%)	13	-	2	-	-
10 th	2011	15	12	3(20%)	12	-	3	-	-
11 th	2012	15	12	3(20%)	12	-	3	-	-
12 th	2013	15	14	1(7%)	11	-	4	-	-
13 th	2014	15	14	1(7%)	10	-	5	-	1
14 th	2015	25	24	1(4%)	14	-	11	-	1
15 th	2016	30	27	3(10%)	19	-	11	-	1
16 th	2017	30	21	9(30%)	18	-	12	-	-
17 th	2018	MA30/ PhD 3	29/ 3	1(3%)/ -	25/ 3	-	5/ -	-	-/ - ⁷
18 th	2019	MA30/ PhD 3	25/ 3	5(17%)/ -	22/ 1	-	8/ 2	-	(Studying) ⁸
19 th	2020	MA29/ PhD 3	23/ 3	6(21%)/ -	21/ -	2/ -	6/ 3	-	(Studying)
Total		MA417/ PhD 9	350/ 9	67(16.1%)/ -	275/ 4	5/ -	84/ 5	53	5(1.5%)

In Bangladesh, since the sixth batch (2007-09), the targets have been limited to officers of the BCS Cadre⁹, senior civil servants, and Class-1 officers of Bangladesh Bank¹⁰, and this project has developed as a project limited to training of young administrators. Since the new JDS system was introduced from the ninth dispatch, local parties concerned with the project have shared the awareness “in order to make effective use of the limited quota, it is necessary to aim to produce effect by creating a returned fellow group (Critical Mass) of senior civil servants belonging to the target organizations without subdividing the hosting fields covered by this project.” In the case of Bangladesh, however, it is known that, in particular, the Administration Cadre likely to be

⁶ “BB” refers to Bangladesh Bank.

⁷ Three doctoral fellows in the 17th semester (2018-20), one obtained a doctoral degree within the regular period (3 years) and returned to Bangladesh, and the remaining two are researching for obtaining a doctoral degree.

⁸ 30 master's fellows in the 18th semester (2019-21), two at Keio University (1 year course) have already obtained master's degree and returned to Bangladesh.

⁹ Bangladesh civil servants are roughly divided into senior employees belonging to Cadre (Bangladesh Civil Service, BCS) officers and employees not belonging to Cadre, and the former are career bureaucrats who are candidates for executive positions. According to the latest statistics in 2019, about 53,000 are BCS Cadre officers of the total 1.43 million civil servants in Bangladesh, accounting for about 3.7% of the total. (Collected updated information by JICE local consultant.)

¹⁰ Class-1 employees in the Bangladesh Bank are regarded as official employees, as BCS Cadre officers.

promoted to Secretary of various government organizations are reshuffled many times on a regular basis. Therefore, it is necessary to pay attention to the application of this idea.

2) Promotion after returning

Civil servants in Bangladesh are generally promoted on the basis of seniority, and in many cases, they are promoted after a certain period of time. Civil servants who have been recruited through a difficult examination with a pass rate of less than 1% can also secure their positions, so they rarely leave their job or change their job to the private sector after returning, and the in-office rate is also high. According to a survey up to the 15th dispatch (2016-18) in the basic research in FY2019, the rate of returned fellows holding a position of manager or higher (managerial position rate) was extremely high, at 97.0%. Similarly, the in-office rate was 94.6%.

**Table 5 JDS fellows who have been promoted to Joint Secretary level or higher
(as of May, 2021) ¹¹**

	Batch	Name	Organization (Current workplace)	Current position
1	1st	Mr. KHAN Suleman	Ministry of Public Administration (Ministry of Health and Family Welfare)	Joint Secretary
2		Ms. AKHTER Neelima	Ministry of Public Administration (Ministry of Road, Transport and Bridge)	Additional Secretary
3		Mr. SARKER Mohammad Mukhlesur Rahman	Ministry of Public Administration (Ministry of Local Government, Rural Development and Co-operatives)	Joint Secretary
4	2nd	Mr. IQBAL Abdullah Harun	Ministry of Public Administration (Bangladesh Permanent Mission of the United Nations)	Economic Minister (Additional Secretary level)
5		Mr. MIAH Rabbi	Ministry of Public Administration (Economic Relations Division, Ministry of Finance)	Joint Secretary
6		Mr. RASHID Mohammad Mamunur	Ministry of Posts, Telecommunications and Information Technology (Bangladesh Telecom)	General Manager (Joint Secretary Level)
7	3rd	Ms. PARVEEN Zaheda	Ministry of Public Administration (Same)	Joint Secretary
8		Dr. PRAMANIK Md. Al-Amin	National Board of Revenue, Ministry of Finance (Same)	Joint Secretary
9	4th	Mr. HOSSAIN Nahid	Ministry of Public Administration (Ministry of Finance)	Joint Secretary
10		Dr. RIAZ Baizid Khoorshid	Ministry of Health and Family Welfare (Same)	Director (Joint Secretary Level)
11	5th	Mr. AHMED Md. Shabbir	National Board of Revenue, Ministry of Finance (Same)	Joint Secretary
12		Mr. PATWAY Md. Akbar Hossain	Ministry of Road, Transport and Bridge (Same)	Joint Secretary
13	6th	Mr. HASAN Mohammad Khaled	Ministry of Public Administration (Cabinet Division)	Joint Secretary
14	9th	Mr. KHAN Md. Mahfuzul Alam	Ministry of Public Administration Ministry of Finance)	Joint Secretary

¹¹ It was created based on the follow-up data that JICE regularly conducts. Only administrative officers are listed here, and "professors" at universities and research institutes are omitted.

(2) Issues from the start of JDS to FY2019

1) Continuing to secure excellent candidates from the ministries/divisions

With a growing competition for international students in recent years, it has become difficult to continuously secure excellent candidates from the ministries/divisions. Moreover, affected by the COVID-19 pandemic, online education systems have been improved, which has facilitated access to educational contents all over the world, and uncertainty associated with life while studying abroad has increased. Therefore, it is anticipated that it will become more and more difficult to continuously secure excellent candidates.

Also in the JDS basic research in FY2019, it is pointed out that a decrease in the number of applicants for JDS and an increase in the number of persons declining JDS have become marked in recent years due to factors such as the scholarship amount and quota, and the prolonged screening and study abroad period. In addition, in the economic field, it is an issue that the percentage of excellent final candidates from Bangladesh Bank is high, so it is impossible to balance those and the BCS Cadre officers belonging to other organizations. Specifically, in the next phase, the quota of Component 1-4 in the economic field will increase, and the focus will be put on training of the BCS Cadre officers. Therefore, it will be necessary to widely recruit and select candidates belonging to organizations other than Bangladesh Bank.

2) Gender balance

The percentage of women among Bangladesh JDS fellows tends to be lower than that in other countries where JDS is implemented, which has been a issue for many years. As shown in Table 4, out of the 417 students who have been hosted until the dispatch in 2020, 67 were women, accounting for about 16.1%. This is considerably low in comparison with the JDS overall average of 40.2%.

In Bangladesh, which ranks as high as 50th in the Global Gender Gap Report, the 7th Five Year Plan (2016–20) advocates "increasing female (senior) civil servants of Grade-9 or higher to one-fourth" and the following 8th Five Year Plan (2020-25) also advocates that the quota of 15% for women staff in public service should be enhanced. In the Australian government's scholarships, a measure is taken to equalize the ratio of male and female successful applicants.

Therefore, it is necessary to take gender balance into account and consider practical methods for recruitment and selection in human resources development for Bangladesh, whose gender gap is smaller than Japan.

3) Proper assignment of JDS returned fellows

JDS returned fellows who belong to the Administration Cadre generally have a career path that transfers across ministries and agencies, and it is not always possible to return to the same ministries and agencies that they belonged to before coming to Japan. Therefore, JDS returned

fellows are not always assigned to workplaces where they can directly utilize their knowledge learned through JDS, so proper assignment after returning is an issue. For solving this issue, requests have been frequently made of the Operating Committee on the Bangladeshi side, but it is hard to say that they have effect.

In general, more civil servants in Bangladesh have multiple degrees as their positions become higher, which makes it difficult for them to be assigned by taking into consideration their specialty with a master's degree. Therefore, both in terms of effective use of JDS returned fellows and from a perspective of increasing the number of excellent applicants, it is important to raise awareness of JDS fellows to set their research theme widely available to use after returning from Japan, as well as to arrange surrounding environment for proper assignment by seminars or others by JDS returned fellows, plus its public relations activities, not only to call for to the Bangladeshi members of the JDS Steering Committee.

1-1-4. Socioeconomic and Higher Education Situations

(1) Socioeconomic situation

Bangladesh is located in the delta, in which the Ganges River and other rivers join, in Bengal, on the eastern Indian subcontinent, faces the Bay of Bengal, and has borders with India and Myanmar.

Bangladesh Economic Outlook
Major Industry: Agriculture, Clothing and Textile Industry
GDP: 302.6 billion USD (2019, World Bank)
GNI per capita: 1,940 USD (2019, World Bank)
GDP growth: 8.15% (Bangladesh Bureau of Statistics 2019)

It is a densely populated country where about 165 million people live in a land area as small as 40% of Japan's. Muslims account for about 90% of the population, while the Bangladeshi government advocates secularism tolerant of all religions. On the other hand, since 2015, attacks targeting Shiite Muslims or Hindu religious facilities have frequently occurred, and attacks targeting foreigners have also occurred. Also in July 2016, a terrorist attack occurred in Dhaka, which claimed the lives of many foreigners, including Japanese, and public security is still unstable.

Meanwhile, as described in the previous section, Bangladesh has a strong domestic economy, showing the highest growth rate among South Asian countries. It has been attracting attention as "China plus one" just like Cambodia and Myanmar, or post-China. Bangladesh is expected to graduate from the Least Developed Countries (LDC) in 2024, and the market is booming with the appeal of abundant young labor force and low wages. As the background to this, the following factors can be listed: stable growth in export of sewn products and remittances from overseas workers, relatively balanced industrial structure, and stable growth in the agricultural sector.

The GDP growth rate, being around 5-6% over the previous year until the first half of the 2000s, has continued to sharply increase since then. The GDP in FY2009 was about 102.5 billion dollars (World Bank statistics), while that after ten years, in FY2019, increased about threefold to 302.6

billion dollars, with an economic growth rate of 6.8% on average. Accordingly, the gross national income (GNI) per capita has also increased from 730 dollars in FY2009 to 1,940 dollars in FY2019. In Bangladesh's GDP by industries, service and other industries account for 51.35%, about a half of the market, while they are in a downward trend. On the other hand, the proportion of mining, manufacturing, and construction industries in GDP has increased from 26.78% in FY2009–10 to 35.00% in FY2018–19¹².

In FY2019, Bangladesh's largest export counterparts are the United States (17%) and Germany (15.2%), followed by the United Kingdom, Spain, France, Italy, Poland, the Netherlands, Canada, Japan, and India in decreasing order of export value. Its largest import counterparts are China (26.1%), India (14.7%), Singapore, and Japan¹³.

The economy is growing in this way, while it is structurally fragile since it depends heavily on the export of sewn products and remittance from overseas workers. Therefore, industry diversification and improvement of basic infrastructure such as electric power and roads have become issues. Moreover, the government has a weak tax collection capacity and revenue base, and has been covering the deficits of inefficient state-owned enterprises. Furthermore, in addition to improving basic infrastructure, it is necessary to strengthen governance, and the country has a issue of vulnerability to natural disasters including cyclones and floods. These function as factors hindering economic and social development of the country.

In Bangladesh, the ruling party (Awami League) won an overwhelming victory in the general election in December 2018, and the Sheikh Hasina administration has continued for three consecutive terms. In March 2020, Bangladesh fell victim to the COVID-19 pandemic, and in April 2021, lockdowns were placed due to the re-spread of the infection. The economic and medical situations continue to be tight. The influx of Rohingya refugees is also worrisome. Since August 2017, more than 700,000 refugees have newly arrived, and even now after three years, Bangladesh continues to accept refugees from a humanitarian perspective while the burden on host communities is increasing.

Under these circumstances, Bangladesh under the Hasina administration has maintained good relations with India, while it has been promoting relations with China. In May 2020, China became the first country to donate test kits to Bangladesh. By this and other means, Bangladesh has gotten loans to support infection control measures through Asian Infrastructure Investment Bank (AIIB), and as part of the "Bangladesh, China, India, Myanmar (BCIM) Economic Corridor," a plan to connect Yunnan Province and Kolkata, India, it is expected to continue to receive active assistance from China.

Japan's support of Bangladesh can contribute to strengthening the partnership in the international arena by promoting good bilateral relations supported by strong affinity toward Japan since the

¹² [Bangladesh Bureau of Statistics Open Data](#), p409

¹³ Ministry of Foreign Affairs of Japan, "[Japan-Bangladesh Relations \(Basic Data\)](#)"

independence of Bangladesh as well as expansion of the economic relations, including trade and investment, in the future, and can contribute to stable development of South Asia by supporting achievement of the SDGs, which are one of the top-priority issues of the Bangladeshi government.

(2) Higher education situation

In Bangladesh, the population under 14 is 44.37 million (2019), accounting for 27% of the total population¹⁴, and education is one of the important issues for the country. Education in Bangladesh adopts the 5-3-2-2 system. Five years of primary education correspond to the compulsory education period in Japan. Tuition is free only for public primary schools, where the Bengali language is mainly used. On the other hand, private primary schools for the rich provide education in English, and some adopt the British education system. The primary school enrollment rate is 97%, while the primary school completion rate is 78%. After completing primary school, students proceed to three years of lower secondary education and two years of middle secondary education. At the time of completion of the former (8th grade) and the latter (10th grade), a standardized examination is given. Then, students who have completed two years of education at high school can enter university after passing the university entrance qualification examination. Universities have four-year courses.

Bangladesh has 49 national and public universities, 107 private universities, and three foreign universities¹⁵. The 18- to 22-year-old population in Bangladesh is 15.39 million (2019), and the number of young people is large. The advancement rate to higher education was 24% in 2019, and tends to increase year by year.

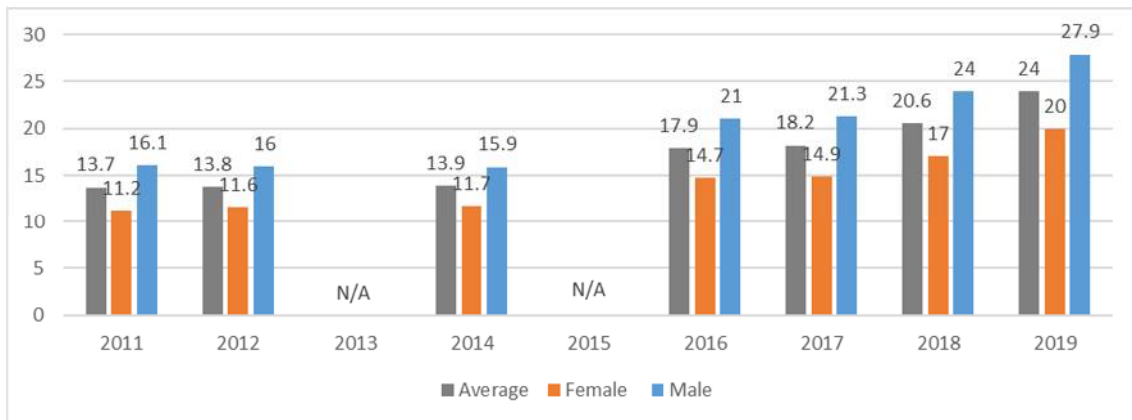


Figure 1 Changes in higher education enrollment rate (%)¹⁶

It is an issue in higher education that due to the weak financial base caused by the reasons mentioned in the previous section, there are a shortage of teachers in master's programs and a shortage of research facilities and equipment, which has brought about low-quality higher

¹⁴ UNESCO, "[Bangladesh](#)"

¹⁵ University Grants Commission of Bangladesh, "[List of Universities](#)"

¹⁶ UNESCO, "[Education and Literacy](#)" in "Bangladesh"

education. In addition, inflation of academic qualifications has broken out in Bangladesh, which has caused the problem of polarization between the highly educated seeking multiple degrees and the less educated.

The Bangladeshi government adopted the National Education Policy 2010¹⁷, advocating "balanced development at all levels, from primary to higher education," and as a long-term perspective to ensure access to higher education, measures have been implemented to increase the primary and secondary school enrollment rates. In the current situation of higher education in Bangladesh, it is difficult to acquire the "advanced capabilities and knowledge for running a state" required by the Bangladeshi government, so it would be significant to provide opportunities for acquisition through the JDS project.

In addition, in 2018, the total number of students studying at public universities in Bangladesh was 29,667 while the total number of students studying at private universities was 68,729¹⁸. According to the statistics in 2019, 50,004 Bangladeshi students were studying abroad at the higher education level, and the top ten study abroad destinations are shown in the table below.

Table 6 Top 10 countries where Bangladeshi students are studying¹⁹

Rank	Country	Number of students
1	USA	7,408
2	Malaysia	6,904
3	Australia	5,830
4	Germany	2,501
5	Canada	2,332
6	UK	2,329
7	India	2,075
8	Japan	1,910
9	Saudi Arabia	991
10	Republic of Korea	930

1-1-5. Development Policy

The Bangladeshi government has put forth long-term roadmaps for national policy, such as "Vision 2021" and "Vision 2041," and has announced policies associated with these, including "Five Year Plans," to offer the future image of Bangladesh to people at home and overseas.

¹⁷ JICA/IC Net Limited/PADECO Co., Ltd. (2017), [Bangladesh Preparatory Survey for Education Sector Final Report](#), p1-1

¹⁸ JETRO, Survey Report (Japanese)

¹⁹ UNESCO, "[Bangladesh](#)" in Global Flow of Tertiary-Level Students

(1) Vision 2041

In 2008, when the current Hasina administration started, "Vision 2021" was announced with the "Perspective Plan for Bangladesh 2010-21" as a mid-to-long term perspective plan to realize it. Last year, the following "Vision 2041" was announced, and the "Making Vision 2041 a Reality: Perspective Plan for Bangladesh 2021-2041" was adopted as the second perspective plan to realize it.

This takes over for the "Vision 2021," while the main objectives are to reach the status of an upper middle-income country by 2030, join the high-income countries around 2041, and strive to eliminate poverty. In Vision 2041, the following two visions are shown: 1) to increase per capita income to 12,500 or more dollars and exactly match with the digital world by 2041; and 2) to aim at inclusive growth by improving productivity, establishing an innovative knowledge economy, and protecting the environment to make poverty a thing of the past.

The following four points to be strengthened are also listed: 1) governance, 2) democratization, 3) decentralization, and 4) capacity development. It is stated that strengthening these points will enable Bangladesh to join the ranks of developed countries by 2041 and prosper sustainably.

The specific aim is to reduce the absolute poverty rate to less than 1% by 2041, and achieve a GDP growth rate of 9.9% in 2041. In addition, the following are advocated: making education for children until the age of 12 free of charge, achieving a literacy rate of 100% by 2031, and improving the average life span to 80 years. These objectives are positioned as those which cover the 8th to 11th Five Year Plans to be activated in parallel in the Perspective Plan, and as those which act in concert with the long-term plan up to 2100 "Bangladesh Delta Plan 2100."

(2) 8th Five Year Plan July 2020 to June 2025

This plan was announced in December 2020 as that to implement Phase 1 of the above-mentioned Perspective Plan. Just like the Perspective Plan above, it has an objective of eliminating extreme poverty by FY2031. The Plan sets an objective of achieving a GDP growth rate of 8.51% and reducing the poverty rate to 15.6% at the end of the term, and puts forth the following six themes: 1) prompt recovery from the COVID-19 pandemic; 2) acceleration of GDP growth and poverty reduction; 3) extensive and inclusive strategies that can benefit and socially protect all citizens; 4) measures against disasters and climate change; 5) significant institutional reforms to join the upper middle-income countries; and 6) achievement of the SDGs and graduation from a least developed country.

Above all, this Five Year Plan focuses on measure to prevent the spread of the new coronavirus infection, and sets various objectives in the following five key sectors that are especially adversely affected by the COVID-19 pandemic: education, employment, health and nutrition, social protection of the poor, and gender.

1-2 Background and Overview of the Grant Aid

Japan and Bangladesh established diplomatic relations in 1972, so 2022 will mark the 50th anniversary. Since the establishment of diplomatic relations, Japan has consistently maintained friendly relations and has been actively involved in efforts toward economic development in Bangladesh. Since the shift to a market economy in 1990, Japan has served as the largest donor country in bilateral assistance. In recent years, Prime Minister Hasina visited Japan in May 2019 and held a bilateral summit meeting, in which the two countries confirmed that they would cooperate toward realization of the "Free and Open Indo-Pacific", utilize the new status of residence for "Specified Skilled Worker" in Japan, and expand human exchanges in various fields for the year 2022, the 50th anniversary of the establishment of diplomatic relations.

Bangladesh is a moderate democratic Muslim country located at the junction of South Asia and Southeast Asia, and plays a key role in the stability and economic development of South Asia as an advocate of the South Asian Association for Regional Cooperation (SAARC). Accordingly, supporting Bangladesh is very significant in terms of not only contributing to strengthening the partnership in the international arena by promoting good bilateral relations supported by strong affinity toward Japan since the independence of Bangladesh as well as expansion of the economic relations including trade and investment in future, but also contributing to stable development of South Asia.

In Japan's Country Development Cooperation Policy for Bangladesh (February 2018) and Project Development Plan (April 2020), under the basic policy (overall goal) on assistance, "accelerating sustainable and equitable economic growth and removing poverty in order to become a middle-income country," the priority areas (subsidiary goals) are set as "accelerating economic growth for the benefit of all citizens toward a middle-income country" and "overcoming social vulnerabilities"²⁰. As a project that can contribute to "improving administrative competence," being a development issue (small goal) in the priority area "overcoming social vulnerabilities," JDS contributes to strengthening administrative organization through human resources development for administrators.

Against the above background, the Bangladeshi government has recently submitted to the Japanese government a request on the plan to host international students from Bangladesh for the fourth term of JDS from FY2022, in view of the importance of JDS, which has been implemented since FY2001. Contribution to strengthening administrative organization and resolving development issues is anticipated through human resources development for administrators, etc., in this project.

²⁰ [*Country Development Cooperation Policy for the People's Republic of Bangladesh*](#)

1-3 Career Paths and Human Resources Development for Civil Servants

1-3-1. Civil Service System in Bangladesh

(1) Framework of the civil service system

The original form of the current framework of the civil service system in Bangladesh was created under the control of the East India Company. In 1972, following the independence from Pakistan in 1971, the Bangladesh Public Service Commission (BPSC) to assume reorganization of administrative services was organized, and the current framework of civil servants was proposed. In 1980, the Bangladesh Civil Service (Reorganization) Order, which is composed of 28 Cadres in 14 categories, was promulgated, and the civil service system was formed based on this order.

The Bangladeshi government attaches importance to "providing public services that can reach residents" and has identified the objective of establishing a system of civil servants who provide services to residents. In recent years, the government has also been aiming to promote transparent, reliable and efficient governance of law by putting effort to preserve civil servants' positions from political intervention and unjust accusations.

Civil servants in Bangladesh can be broadly divided into (1) officers belonging to the Bangladesh Civil Service (BCS) Cadre (senior civil servants) and (2) officers not belonging to the Cadre (officers who carry out assistant work). As described in footnote 9, in the first place, about 1.43 million civil servants in Bangladesh (the latest statistics in 2019) are divided into four classes from Class I to Class IV, depending on their work, and the officers of (1) above, targets of JDS, belong to Class I. The officers of (2) above are divided into the classes from Class I to Class IV.

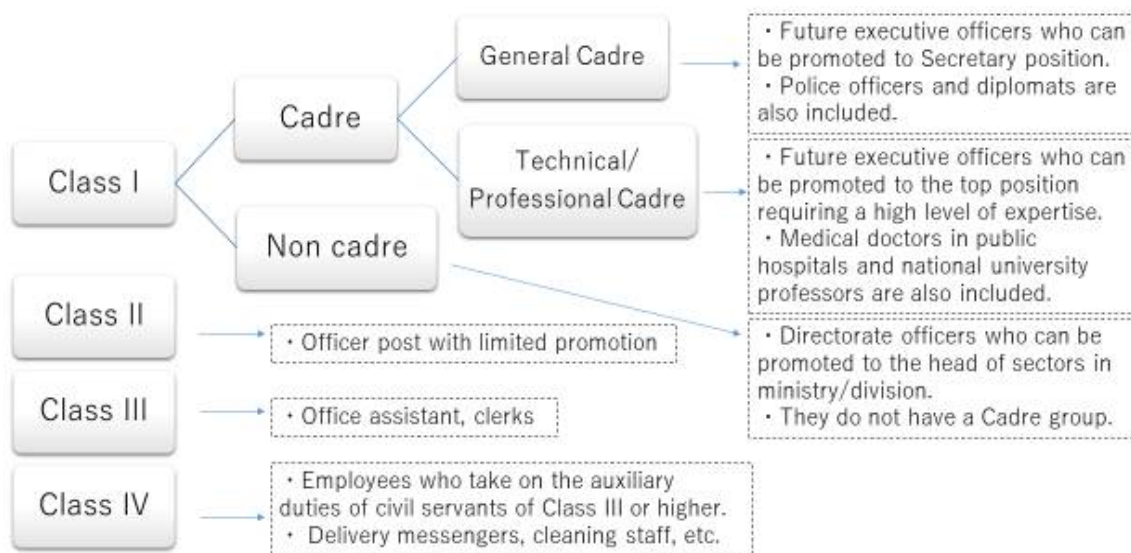


Figure 2 Structure of public service in Bangladesh ²¹

²¹ The Survey Team made this figure based on information from JICE local consultant.

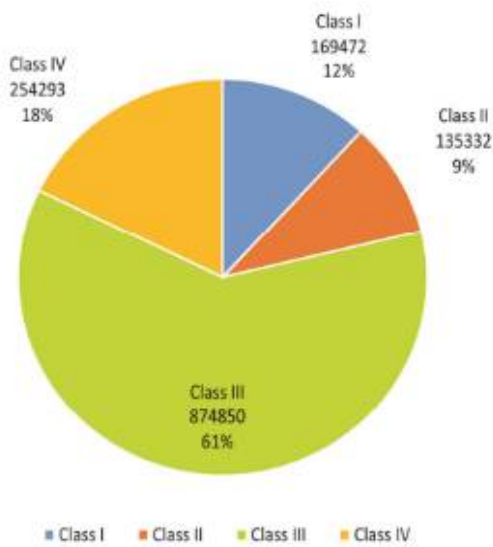


Figure 3 Number and Proportion of total employees by Class



Figure 4 Number and Proportion of total employees by Gender ²²

As described in footnote 9, the BCS cadre officers (about 53,000) are candidates for executive positions in Class I and an elite group passing the standardized civil servant recruitment examination to control the center of administration. The civil service system in Bangladesh has also frequently changed. In July 2015, 20 Grades in accordance with the Unified Grade System were added to the above-mentioned framework. Accordingly, for example, the system is adopted in which Class I Cadre officers belong to Grade 9 up to Grade 1, depending on the salary increase. The recruitment, personnel affairs, discipline, and retirement of civil servants are stipulated by several rules, laws and regulations, including the BCS Recruitment Rules (1981) and the BCS Promotion Examination Rules (1986), and the implementation and supervision of these rules are under the jurisdiction of the Ministry of Public Administration.

The framework of civil servants in Bangladesh started with a system with 28 Cadres. After that, the Cadres were consolidated or integrated several times, and the current number is 26. Government organizations that do not require specific specialties and those which have developed their own recruitment practices do not have their own Cadres. Government organizations such as Ministry of Cultural Affairs and the Ministry of Religious Affairs do not have their own Cadres but secure personnel by assignment of the Administration or former Economic Cadre and their own recruitment. The number of personnel by Cadre is shown below.

²² Ministry of Public Administration(2019), *Statistics of Civil Officers and Staffs 2019*, p9 (Figure 3) and p153 (Figure 4).

Table 7 List of Cadres ²³

	Category	Name of Cadre	Number of officer (female)	Administrated ministry
1	General Cadre	ADMINISTRATION	5,447 (1,447)	-Ministry of Public Administration -They are assigned to the administration department of ministries/divisions and local governments, and repeatedly transferred.
2		ANSAR	191 (07)	-Ministry of Home Affairs -Ansar is a paramilitary auxiliary force responsible for the preservation of internal security and law enforcement.
3		AUDIT & ACCOUNTS	261 (63)	-Ministry of Finance -Office of the comptroller and auditor general
4		TAXATION	600 (25)	-Ministry of Finance
5		CUSTOMS & EXCISE	419 (07)	-National Board of Revenue
6		POLICE	1,671 (170)	-Ministry of Home Affairs
7		POSTAL	126 (15)	-Ministry of Posts, Telecommunications and Information Technology
8		FOREIGN AFFAIRS	311 (53)	-Ministry of Foreign Affairs
9		RAILWAY TANSPORTATION & COMMERCIAL	60 (09)	-Ministry of Railways
10		FAMILY PLANNING	158 (30)	-Ministry of Health and Family Welfare
11	Technical/ Professional Cadre	AGRICULTURE	1,944 (412)	-Ministry of Agriculture
12		GENERAL EDUCATION	13,888 (6,250)	-Ministry of Education
13		TECHNICAL EDUCATION	461 (12)	
14		PUBLIC HEALTH ENGINEERING	136 (12)	-Ministry of Local Government, Rural Development and Co-operatives
15		PUBLIC WORKS	635 (46)	-Ministry of Housing and Public Works
16		RAILWAY ENGINEERING	203 (15)	-Ministry of Railways
17		FOREST	73 (20)	-Ministry of Environment, Forest and Climate Change
18		FISHERIES	660 (48)	-Ministry of Fisheries and Livestock
19		LIVESTOCK	1,155 (150)	
20		STATISTICS	107 (23)	-Ministry of Planning
21		HEALTH	26,730 (9,763)	-Ministry of Health and Family Welfare
22		ROADS & HIGH WAYS	451 (50)	-Ministry of Road, Transport and Bridge
23	Cadre with both General and Professional posts	CO-OPERATIVE	136 (23)	-Ministry of Local Government, Rural Development and Co-operatives
24		FOOD	106 (99)	-Ministry of Food
25		TRADE	15 (06)	-Ministry of Commerce
26		INFORMATION	87 (16)	-Ministry of Information
		ECONOMIC	492 (101)	-Ministry of Public Administration -Abolished and merged into Administration Cadre in 2018.
		TELECOMMUNICATION	276 (03)	-Abolished in 2008.
Total			52,799 (18,875)	

²³ The Survey Team made this table based on the collected information in the field survey.

In addition to the table above, the Judicial Cadre existed until 2007 but became independent from the Cadres above in 2008 to become the Bangladesh Judicial Service (BJS). The BJS denotes lower, subordinate court judges. However, they sometimes engage in work at the policy level in the Ministry of Law, Justice and Parliamentary Affairs for a term of about 2-3 years, and after the term ends, they return to judicial work at the designated courts. Their recruitment and personnel affairs are handled not by the BPSC but by the Bangladesh Judicial Service Committee (BJSC). Currently, 1,852 judicial officers belong to the BJS²⁴.

(2) Recruitment

In recruitment of the BCS Cadre officers, Ministry of Public Administration and the BPSC play a key role. In the case of non-Cadre officers, the relevant government organizations recruit their officers on their own. In order to become BCS Cadre officers, candidates are required to pass the BCS official examination. First, Ministry of Public Administration makes an inquiry about vacant posts in each ministry/division. Next, Ministry of Finance confirms budgets, etc. Then, the BPSC finally announces the recruitment in newspapers, etc. In some cases, non-Cadre officers are promoted to Cadre officers.

Requirements for the BCS official examination are 21 to 30 year old Bangladeshis who have obtained a bachelor's degree and have never been dismissed by any government agency. The examination consists of a preliminary written test for common general knowledge with a perfect score of 200, a written test for expertise with a perfect score of 900 (General Cadres) or a perfect score of 1,100 (Professional Cadres), and Viva voce with a perfect score of 200. Then, they are shortlisted in order of scores (merit) in these tests²⁵, and recruited after a criminal background check and a health checkup. Although the number of recruitments differs every time depending on vacant posts, budgets, etc., more than 200,000 people apply and around 2,000 persons are passed, no more than 1% in the pass rate.

(3) Transfer and promotion (Career path)

For promotion of civil servants, evaluations, in accordance with the BCS Examination for Promotion Rules (1986), are made by the officers' superiors of the organization at which they work. In general, promotion requires a score of 85 or more²⁶. Regarding the weight of evaluation, 25 points are allocated based on academic performance and degree, it can be said that JDS project is enough incentive and attractive because master's degree program leads to career development of Bangladeshi civil servants. On the other hand, the evaluation for obtaining a doctoral degree is

²⁴ Answers to the questionnaire survey conducted by the Survey Team.

²⁵ For the employment of BCS Cadre officers, it is only less than half that pass the BCS exam, while more than half are employed in special slots (Freedom Fighter 30%, Female 10%, Local 10%, Ethnic minority 5%, Persons with disabilities 1%), which was often a problem from the viewpoint of fairness of the examination and securing of excellent applicants. Finally, from examination for the 38th Civil Service conducted in 2019-20, the government has abolished the conventional special quota system excluding the disabled quota in Class I and II. (Financial Express newspaper, "[Quota system in govt jobs comes to an end](#)" July 2, 2020)

²⁶ From the hearing survey with Ministry of Public Administration

made in light of the specialty of work, and points are not always added with the degree.

Table 8 Scores of Personnel Evaluations for BCS Cadre officers

Score	Items of Evaluation
65	Annual Confidential Report
25	Academic Achievements / Degree
10	Discipline Report

For promotion, the Annual Confidential Report (ACR) carries the most points and is the most influential evaluation criterion. The ACR, consisting of seven parts, is a system in which evaluations are conducted jointly by Assessor/Report Initiating Officer and Counter Signing Officer.

Table 9 Contents of ACR ²⁷

Part	Content
1st	Medical Check-up Report
2nd	Information about history of the evaluatee's work or others
3rd	Information about the evaluatee's academic background, family members or others
4th	Evaluation in marking boxes (See Table 10 below)
5th	Free comments for evaluation
6th	Agree or Not agree with the comments by Counter Signing Officer
7th	Filled by officers for preserving in documents

Table 10 Contents of the 4th part in ACR

Subject to evaluation		Obtained marks			
Personal characteristics		4	3	2	1
4.1	Morality				
4.2	Honesty				
4.3	Sense of discipline				
4.4	Judgement and sense of proportion				
4.5	Personality				
4.6	Attitude towards cooperation				
4.7	Punctuality				
4.8	Reliability				
4.9	Sense of responsibility				
4.10	Interest in work and attention				
4.11	Activities to follow the instructions of the higher authorities				
4.12	Enthusiasm and initiative				
4.13	Behavior with service recipients				
Execution					
4.14	Professional knowledge				
4.15	Quality of work				
4.16	Dutifulness				
4.17	The amount of work performed				
4.18	Decision making skill				
4.19	Ability to implement decisions				
4.20	Ability to supervise and manage subordinates				
4.21	Ability to collaborate and lead in team work				
4.22	Interest and skill in using E-filing and internet				
4.23	Interest and skill in innovative work				
4.24	Power of expression (Written)				
4.25	Power of expression (verbal)				

²⁷ The Survey Team made this table based on the materials obtained in the field survey.

Table 11 Evaluation Criteria ²⁸

Total marks	Extraordinary	Very good	Good	Average	Below Average
	95-100	85-94	61-84	41-60	< 40

Speaking of the Administration Cadre officers, being important targets in JDS, generally, almost everyone can be promoted up to the senior assistant secretary level (Grade-6) if he/she passes the BPCS promotion examination five years after joining a ministry. The Administration Cadre officers also transfer between Administration-related departments of ministries/divisions and local governments in a short period of time.

On the other hand, promotion from the senior assistant secretary level to the deputy secretary level (Grade-5) is one of the high barriers. It requires a total of ten or more years of continuous service, including five or more years of experience at senior assistant secretary, high evaluations in the ACR, which is managed by the Ministry of Public Administration, academic records and discipline reports, and approval by the Promotion Committee, set up for each department. Of course, officers receive a personnel evaluation through the ACR, etc., every year, but in promotion to the deputy secretary level, they receive their comprehensive evaluation after joining a ministry.

In promotion from the deputy secretary level to the secretary level (Grade-1), the evaluation criteria remain the same, but approval is required not by the Promotion Committee for each department, but by the Superior Selection Board, chaired by the secretary of the Cabinet Division. The table below shows general examples of promotion of the Administration Cadre officers.

Table 12 Career Path for the Administration Cadre

Grade	Designation	Total years of experience required after joining a ministry
Grade-1	Secretary	17 years including two or more years of experience at Additional Secretary
Grade-2	Additional Secretary	15 years including two or more years of experience at Joint Secretary
Grade-3	Joint Secretary	13 years including three or more years of experience at Deputy Secretary
Grade-5 (N/A in Grade-4)	Deputy Secretary	10 years including five or more years of experience at Senior Assistant Secretary
Grade-6	Senior Assistant Secretary	5 years
Grade-7 / Grade-8	Assistant Secretary	3 years
Grade-9	Assistant Officer	2 years

The career paths for the Taxation/Customs and Excise Cadre, being important targets in the next phase of JDS Bangladesh, are shown in the table below. This Cadre has no transfer to the outside of the National Board of Revenue (NBR). In addition, in the NBR, there is a position of Chairman, higher than Member, which is taken up by the Administration Cadre.

²⁸ There is a proviso in the ACR format that "69 points or less is considered a "Bad comment".

Table 13 Career Path for the Taxation/Customs and Excise Cadre ²⁹

Grade	Designation	Total years of experience required after joining NBR
Grade-2	Member	28.5 years or more
Grade-3	Commissioner of Taxes	28 years or more
Grade-4	Additional Commissioner of Taxes	21 years or more
Grade-5	First Secretary/Joint Commissioner of Taxes	16 years or more
Grade-6	Second Secretary/Deputy Commissioner of Taxes	10 years or more
Grade-7 / Grade-8	Assistant Commissioner of Taxes	5 years

(4) Gender mainstreaming

Bangladesh ranks 50th among 153 countries in the Global Gender Gap Report, far ahead of Nepal (101st), Sri Lanka (102nd,) and India (112th), and is the most advanced country in South Asia in terms of reducing gender inequality³⁰. In the first place, Bangladesh is the country in which women have served as the prime minister for the longest cumulative period in the past 50 years. Out of the 350 seats in the Parliament, 50 seats have been allocated as women’s seats to each party, and public school tuition for female students is free until they graduate from high school. Thus, Bangladesh has been actively working on gender equality.

The Bangladeshi government has been promoting further gender mainstreaming policy. The National Women Development Policy, announced in 2011 by the Ministry of Women and Children Affairs, advocates exercise of women’s administrative capabilities, and specifies matters on gender considerations, such as appointment of women to 30% of the posts in a workplace and effort to ensure full participation of women at the policy-making level³¹. The 7th Five Year Plan (2016-20) also put forth a policy of boosting the proportion of female Cadre officers (at Grade-9 or higher) to 25% by 2020, while the 8th Five Year Plan (2020-25), announced in December 2020, emphasizes monitoring of gender issues and where the responsibility lies, and advocating that the quota of 15% for women staff in public service should be enhanced³².

As shown in Table 7. List of Cadres, the Education Cadre has the highest percentage of women, at around 45%, followed by the Health Cadre and the Administration Cadre among the Cadres in Bangladesh. The percentage of women among all civil servants is shown in Figure 4. Number and Ratio of male and Female by Class, while that according to position levels is shown in the table below. The average percentage of female officers at the four positions in the table is 16.3%.

²⁹ The Survey Team made this table based on the materials obtained in National Board of Revenue.

³⁰ World Economic Form, [Global Gender Gap Report](#), 2020, P9.

³¹ Ministry of Women and Children Affairs, [National Women Development Policy 2011](#), p21.

³² Bangladesh Planning Commission, [8th Five Year Plan July 2020 – June 2025](#), p751. As described in Footnote 25 (page 17), in the 38th Civil Service Examination, which was completed around June 2020, the special quota system including female quota was abolished.

Table 14 Number and Proportion of in each designation by Gender ³³

Designation	Male	Female	Proportion of female
Secretary	53	11	17.2
Additional Secretary	396	65	14.1
Joint Secretary	612	96	13.6
Deputy Secretary	1,285	334	20.6

(5) Human resources development system

With regard to the civil service system in Bangladesh, such problems as excessive centralization, lack of civil service ethics, inefficient management of the personnel system, and low transparency have been pointed out for a long time. The Bangladeshi government also regards the reform of the civil service system to be an urgent issue. As a reality, in World Bank's Worldwide Governance Indicators, the Government Effectiveness (item to evaluate the quality of public services and the capabilities of civil servants) of Bangladesh in 2019 is 23.56, which is the second lowest figure among South Asian countries, after Nepal³⁴. The policy development capacity of executive administrators is also weak, not only because the quality of administrative services is low but also because they tend to rely on external agencies for policy analysis and proposals.

As major training institutes for civil servants, two are representative, the Bangladesh Public Administration Training Center (BPATC) and Bangladesh Civil Service Administration Academy (BCSAA). At the former, all the BCS Cadre officers, being candidates for executives, can conduct training in which civil servants from different positions and government organizations get together, while the latter, being for the Administration Cadre officers only, focuses on human resources development for young and mid-level administrators among them. The BPATC has set up career development courses for Cadre officers to when they have been promoted, to conduct 1) basic training for newcomers, 2) advanced administrative and development training for the manager level, and 3) senior civil servants training for the director-general or higher level.

It is noteworthy that the BPATC was a counterpart of the "Project for Enhancing Capacity of Public Service Training in Bangladesh" (during the three years from 2007) and the "Project for Improving Public Services through Total Quality Management (TQM)" (during the five years from 2012) implemented by JICA as technical cooperation projects. Japan has a track record of implementing Kaizen (improvement) training for all civil servants not only from the central government organizations but also the Sub-District/Upazila offices, and has collaborated over a long period since the 2000s, so it can be said that Japan has played an extremely great role in human resources development for civil servants in Bangladesh.

³³ The Survey Team made this table based on information collected by JICE local consultant.

³⁴ World Bank, [Worldwide Governance Indicators](#), 2019

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

1-4-1. Japan's Assistance Trend

The Bangladeshi government, setting an objective of joining the ranks of developed countries by 2041 (Vision 2041), addresses such issues as infrastructure improvement, industry diversification, investment promotion, strengthening governance, poverty elimination, health and education, and disaster prevention. Also in the 8th Five Year Plan (2020-25), it sets the targets of achieving a GDP growth rate of 8% on average and reducing the poverty rate by 15.6% by the end of the term, and advocates inclusive growth and equal distribution of the outcome to all citizens, putting emphasis on countermeasures against the COVID-19.

Table 15 Japan's Assistance Policy to Bangladesh

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

For the Bangladeshi government putting forth these policies, Japan formulated the Country Development Cooperation Policy for Bangladesh in February 2018 as its assistance policy for Bangladesh, in which Japan states that it will support the efforts to vitalize economic activities and to overcome social vulnerability in Bangladesh, which aims at sustainable and fair economic growth and balanced growth by returning the benefits of economic growth to society as a whole.

For Bangladesh, Japan is the top donor, superior to other countries, in bilateral assistance. It is also an important partner not only in terms of economics but also in all aspects, including politics, security, and human resource development. In 2014, as economic cooperation under the "comprehensive partnership" set up by mutual visits by the leaders of the two countries, Japan announced the "Bay of Bengal Industrial Growth Belt (BIG-B)," centering on yen loans and amounting to about 600 billion yen in the next 4-5 years, to construct a cooperative system that contributes to socioeconomic development, development of high-quality infrastructure, and enhancing regional connectivity in Bangladesh. In September 2019, Japan and Bangladesh signed a memorandum of cooperation on specific skills. Figure 5 shows the change in the results of assistance provided by major donors in recent years.

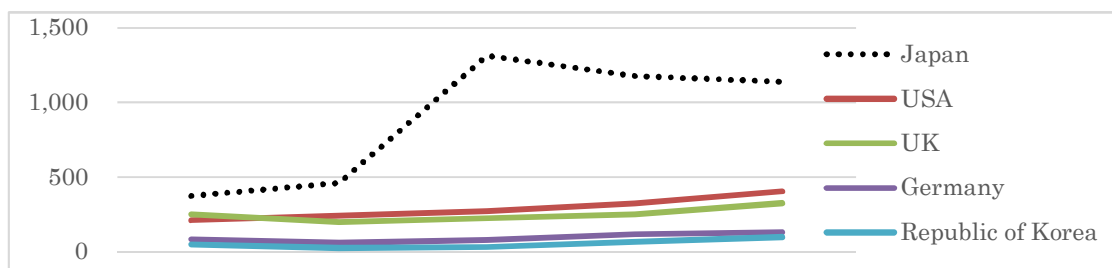


Figure 5 Change in Aid Expenditure of Major Donors to Bangladesh (Dollars in Millions, based on Aggregate Spending) ³⁵

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

As of May 2020, the total number of international students studying in Japan, including both government-financed and privately financed students, is 279,597 (decrease by 32,617 or 10.4% from the previous year). By region of origin, the percentage of international students from Asia is 94.6%, and by country of origin, the number of international students from Bangladesh is the 9th largest, at 3,098. In the past six years, the number of international students from Bangladesh studying in Japan has increased sharply, to about 2 times that in 2015.

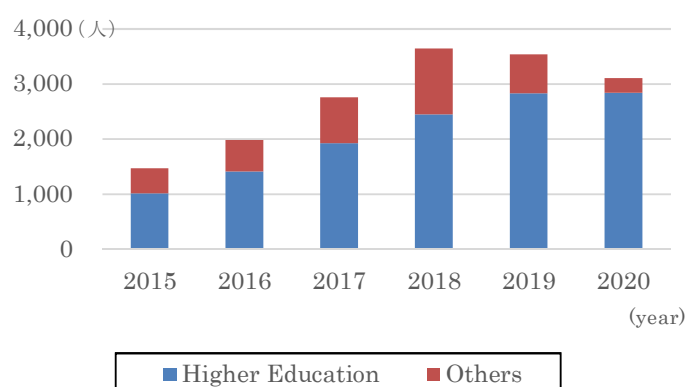


Figure 6 Number of Bangladesh Students to Japan (since 2015) ³⁶

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

³⁵ OECD, [Query Wizard for International Development Statistics \(QWIDS\)](#)

³⁶ The Survey Team made this figure based on JICE local consultant.

Table 16 Japanese Government's Scholarship Programs

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation PhD) Program	To support outstanding researchers from Asian and African nations in obtaining PhDs from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide <u>middle managers</u> in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
	Japan-IMF Scholarship Program for Asia (JISPA)	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training <u>young administration officials</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a Master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a doctoral course in any university in Japan (not specified).
	Asian Development Bank – Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese Studies overseas, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

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

Japanese government-sponsored scholarship programs for international students was started in 1954. These scholarships were launched for Bangladesh (then East Pakistan) in FY1955. About 120 Bangladeshis per year study under these scholarships in recent years, and a total of 4,245 Bangladeshis to date have come to Japan to study under the scholarships. Most of them are international students who go to graduate schools in Japan by using university recommendation quotas. Many of them have studied science subjects in English and have become university teachers after returning to Bangladesh. Meanwhile, the Embassy recruits and selects every year around ten Research Students, being an embassy recommendation quota. However, there are few Undergraduate Students, also being an embassy recommendation quota. In addition, there are few applicants among civil servants in Bangladesh³⁷.

For Research Students, applicants are usually openly recruited. However, for FY2020, there was no open recruitment under the impact of the COVID-19 pandemic. Based on the priority fields (Japanese language, Japanese culture, and the civil engineering of the Science and Technology Research Partnership for Sustainable Development, SATREPS) determined by the Embassy, 12 persons were recommended by the four organizations: 1) Department of Japanese Studies, the University of Dhaka, 2) Graduate School of Japanese Studies, the University of Dhaka, 3) the East Asia Study Center (EASC), the University of Dhaka, and 4) JICA, and nine persons including five women passed. Separately, 111 persons passed as international graduate students by using university recommendation quotas, and a total of 120 persons are selected to study in Japan.

As of March 21, 2021, none of them have entered Japan yet. Moreover, academic support for the international students who have not entered Japan yet depends on the hosting universities, and whether the period during which they are not yet in Japan is counted as a regular period of study also depends on the universities. In addition, no scholarships have been awarded during the period not in Japan. The change in the number of hosted students since the start is as follows.

Table 17 Acceptance Record of Students from Bangladesh by MEXT ³⁸

Year of Arrival	1955~2016	2017	2018	2019	2020	Total
Number of students	3,716	157	130	122	120	4,245

In addition to the programs above, the Young Leaders Program (YLP) is among MEXT Scholarships Programs. The YLP was established in FY2001, and in Bangladesh, it started in FY2008. In the fields to host students from Bangladesh, four courses are set. The period of study in all the courses is one year, and a master's degree is conferred by the hosting universities. According to the Embassy of Japan in Bangladesh, since the YLP's targets are also civil servants in Bangladesh, there are not a few civil servants misunderstanding this for JDS.

³⁷ From the hearing survey with the Embassy of Japan in Bangladesh.

³⁸ The Survey Team made this table based on the information from the Embassy of Japan in Bangladesh.

A total of 25 persons have studied in Japan since its start. The change in the number of hosted students since the start and the government organizations to which they belong are as follows.

Table 18 Number and Organization of students in YLP³⁹

Year of Arrival	2008~2016	2017	2018	2019	2020	Total
Number of students	19	2	2	(2 >>) 0 (Both declined)	2	25
Organization		(Both) -Ministry of Foreign Affairs	-Directorate General of Health Services -Ministry of Foreign Affairs	(Both) -Ministry of Foreign Affairs	-Directorate General of Health Services -Ministry of Law, Justice and Parliamentary Affairs	

Table 19 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

³⁹ Same as above

(2) JICA and JETRO international student projects

JICA projects have a proven track record in hosting participants in JICA long-term training programs as a scheme for studying in Japan through ODA, apart from JDS. The long-term training programs' targets are technical personnel who will contribute to solving development issues in the fields of seismology, seismic engineering, and tsunami disaster prevention; science and technology (Innovative Asia); SDGS; etc. The SATREPS targets are also administrators in Bangladesh. This is a one-year international training course conducted by JICA. As the course name suggests, its purpose is to improve the techniques in seismology, seismic engineering, and tsunami disaster prevention among administrators in developing countries prone to natural disasters. Its targets are technical administration officers, researchers, or university staff who have obtained a bachelor's degree or have work experience associated with this program.

Moreover, as grant aid just like JDS, the Bangladesh Institute of Governance and Management (BIGM), a higher education and research institution under the jurisdiction of the Ministry of Public Administration, is now promoting the "The Project for Improvement of Government and Management Research and Training Facilities" with the aim of improving facilities and equipment for training of executive administrators and policy research. In this project, every year BIGM sends one long-term participant in the SDGs Global Leadership Program to the National Graduate Institute for Policy Studies (GRIPS).

JICA's recent records of hosting training participants and dispatching experts are as follows.

Table 20 Number of Accepting Trainees and Dispatching Experts ⁴⁰

	FY2015	FY2016	FY2017	FY2018	FY2019	Total
Accepting Trainees	223	305	283	187	287	13,866
Dispatching Experts	409	258	599	471	413	4,921
Dispatching Survey Team (person)	465	284	472	284	223	6,932
Japan Overseas Cooperation Volunteers	95	10	0	0	0	1,265
Other Volunteers	3	1	0	0	0	20

Furthermore, training is also conducted at the Institute of Developing Economies Advanced School (IDEAS), JETRO. This training is a project to host participants, implemented by JETRO over about 20 years. Its targets are civil servants in developing countries, and one participant from each country studies economic development in English for six months at the Institute to submit his/her assignments at the time of completion. In Bangladesh, until around 2018, applicants were recruited from all government organizations related to economic development. In recent years, however, cases where the National Board of Revenue (NBR) levy unclear back taxes on Japanese

⁴⁰ This table was made as a reference to the presentation material "Bangladesh is hot now! Reduction of Business Risk with JICA" (p20) by Mr. Takema Sakamoto (Director General, South Asia Department of JICA) distributed at the "18th Corporate Subcommittee of the Japan-Bangladesh Society" (December 9, 2020). The "total" in the table 20 includes the results before FY2015.

companies have frequently occurred. Therefore, from a few years ago, this project covers 35-year-old or younger NBR officers. Every year the BCS Cadre officers participate in this project, but the hosting record is unknown⁴¹.

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

As of March 2021, the number of Japanese companies conducting business in Bangladesh is 321⁴². In the past ten years, the number has grown almost fourfold, due partly to the entry of Japanese companies receiving orders for advancing mega infrastructure projects financed by the yen loans (350 billion yen in 2020) based on the Bay of Bengal Industrial Growth Belt (Big-B) plan, announced in 2014.

Moreover, special economic zones “for Japanese companies” to invite private investment through public private partnership (PPP) such as Araihaazar Economic Zone were developed, which has produced effects such as Sumitomo Corporation’s entry through a joint venture. In the Project for Promoting Investment and Enhancing Industrial Competitiveness, establishment of one-stop service centers for investment-related procedures in the special economic zones and development of a manual for investment-related procedures in the special economic zones have been progressing. It is expected to continue to attract private investment.

In addition, support is provided by utilizing the know-how of private enterprises, such as Moheshkhali and Matarbari Regional Comprehensive Development as part of the above-mentioned Bay of Bengal Industrial Growth Belt (Big-B) plan, and the Bangladesh-Japan ICT Engineers’ Training Program (B-JET), being support for Bangladeshi brilliant youths to find employment at Japanese IT companies. Supported by expectations for highly promising markets from the solid economic growth and population increase, a lot of projects that contribute to improving the business environment and promoting investment are in progress.

In private cooperation, the Japan-Bangladesh Public-Private Joint Economic Dialogue, which started in 2014, also plays a key role. The Dialogue meeting, set up with the aim of strengthening bilateral economic relations through solving the issues faced by local Japanese companies and realizing promotion of investment from Japan, has been held four times thus far, and discussions were held on special economic zones, infrastructure, regional development, solving problems in business environment or with local companies, overseas remittances, taxes and tariffs, procedure simplification, etc., under the four working groups: "investment environment improvement," "tax and finance," "industry diversification," and "energy."

The number of Bangladeshis living in Japan also increased to 16,632, more than doubling in these five years⁴³. This increase is attributed to technical intern training participants, students studying in Japan, specialists in humanities/international services, and families taken along by those above,

⁴¹ This information is based on the results of hearing survey with the JETRO Dhaka office.

⁴² Same as above.

⁴³ Ministry of Foreign Affairs of Japan, “[Japan-Bangladesh Relations \(Basic Data\)](#)”

and the scale of interactive cooperation and exchange has been continuing to expand.

1-5 Trend of Other Donor’s Aid

As shown in the table on the next page, in Bangladesh, other donors include scholarship programs provided mainly by Western countries such as Australia and the United Kingdom, as well as by South Korea and China. All of these are also offered to civil servants. In addition, it is confirmed that at least two scholarships are offered by the Bangladesh government, which are competitive with JDS in terms of treatment, etc.

Scholarships provided by other donors differ in terms of acceptance quota, fields to accept students, and the requirements for application, but unlike JDS, there are no scholarships that are limited to civil servants. In the first place, civil servants in this country have many opportunities to study abroad on overseas scholarships. Especially, as there are many excellent civil servants among BCS Cadre officers, the competition between donors has been intensifying. As a reference, the Australian Awards Scholarship (AAS) is not limited to civil servants, but it is highly recognized among Bangladeshi civil servants as a scholarship that shares a popularity alongside JDS⁴⁴. Also, as with JDS, it aims to develop leaders who will contribute to the development of Bangladesh, and the number of entries from civil servants who want to utilize their English ability has been increasing.

Table 21 Other Donor’s Scholarship Programs in Bangladesh ⁴⁵

Donor	Ministry of Public Administration	Program	Strengthening Government through Capacity Development of the BCS Cadre officials
Field of Study	Public Administration, Public Policy, Governance, Environment Issues, Climate Change, Disaster Management, Renewable Energy, Economy, Development, Finance, Sociology, Gender, International Relations, Investment, Leadership, ICT, International Law, etc.		
Slot Number	Master: 60, Diploma: 15		
Target	BCS Cadre officers		
Qualification	<ul style="list-style-type: none"> • Master: under 45 years old, Diploma: under 48 years old • Master: IELTS 6.0 and above • Must have received an unconditional offer from one of the top 300 universities in the world at the time of application 		
Points	Allowed a part time job during study period, driving a car and accompanied by family members		

⁴⁴ From the hearing survey with an officer in charge of KOICA and Chinese government scholarships in the Economic Relations Division of the Ministry of Finance. According to the officer, BCS Cadre staff want to apply for the two Bangladeshi government scholarships, Australian Award scholarship, or JDS.

⁴⁵ The Survey Team updated the information gathered by JICE local consultant, hearing survey with the related persons and JICE materials.

Donor	Prime Minister's Office	Program	Prime Minister Fellowship
Field of Study	Economy, Public Policy, Public Management, Public Administration, Governance, Law, Environment Issues, Climate Change, Disaster Management, Power Energy, Social Welfare, Finance, Trade, Leadership, ICT, Sociology, Gender, International Relations, Health, etc.		
Slot Number	Master: 46 Ph.D.: 21		
Target	BCS Cadre officers and others		
Qualification	<ul style="list-style-type: none"> • Master: Up to 40 years old Ph.D.: Up to 45 years old • Master: IELTS 6.0 and above, or TOEFL IBT80 and above • Must have received an unconditional offer from one of the top 300 universities in the world at the time of application 		
Points	Allowed a part time job during study period, driving a car and accompanied by family members		
Donor	Australian Government, Department of Foreign Affairs and Trade	Program	Australia Awards Scholarship
Field of Study	Governance, Public Policy, Gender, Health, Education, Economy, Account, Business, Investment Policy, Tax Policy, Trade, International Relations, Sociology, Law, Natural Resource Management, Environment, Disaster Management, Food Security, Human Rights, Rural Development, Water and Sanitation, etc.		
Slot Number	Master (1 year or 2 year): 50-70		
Target	Public servant, NGO, Employees in private sectors		
Qualification	Master: IELTS6.0 and above		
Points	<ul style="list-style-type: none"> • Allowed driving and 40hrs fortnightly part time job. Full time work during vacation • Family members can accompany with students during the first departure to travel • 50% for female among all students, quotas for people with disabilities and ethnic minorities. 		
Donor	Government of UK, Foreign and Commonwealth Office	Program	Commonwealth Scholarship
Field of Study	Every field related to Development		
Slot Number	Master (1 year) Ph.D. (3 year) *Not fixed slot for Bangladesh		
Target	Public servants (Inovators and leaders of the future from across the Commonwealth)		
Qualification	<ul style="list-style-type: none"> • Citizen of Bangladesh • IELTS 6.0 and above 		
Points	<ul style="list-style-type: none"> • Scholarships for 53 Commonwealth member countries. • Family allowance paid for students if staying more than a year and a half in Australia 		
Donor	Chinese Government, Ministry of Commerce	Program	MOFCOM Scholarship
Field of Study	Fields available to be taught at 27 universities		
Slot Number	Master (2 year or 3 year) Ph.D. (3 year) *Not fixed slot.		
Target	Public servants		
Qualification	<ul style="list-style-type: none"> • Under 45 years old for both of Master and Ph.D. • At least 3 years of work experience • Preferably IELTS6.0 or TOEFL80 and above • Must pass examinations of the host university 		
Points	<ul style="list-style-type: none"> • Mainly English courses, and option to choose Chinese (additional year of language training) • The Bangladeshi government is not involved in the recruitment selection. 		
Donor	Korea International Cooperation Agency (KOICA)	Program	KOICA Scholarship Program
Field of Study	Public Administration, Finance, Economic Policy, Economic Development, Trade, Industry, Energy, Climate Change, Agriculture, Aviation, Smart City, ICT, Female Leadership, etc.		
Slot Number	Master: Around 10		
Target	Public servants, NGO		
Qualification	<ul style="list-style-type: none"> • Under 40 years old • Must pass examinations of the host university 		
Points	Increasing the program theme related to ICT and Smart Technology		

Among 6 other donors' scholarships listed in the table above, interviews were held with local staff in the following four programs. The outline is shown below.

1) Bangladeshi Government (Ministry of Public Administration) Scholarship

The Strengthening Government through Capacity Development of the BCS Cadre Officers administered by the Ministry of Public Administration is a scholarship limited to BCS Cadre officers under the age of 45, and is the most popular scheme among BCS Cadre officers. With the aim of improving the ability of BCS Cadre officers and strengthening administrative functions, it was launched in 2009.

There are programs for master's degree and diploma, and in the case of a master's degree program, approximately five million BDT (approximately 6.5 million yen) including tuition fees and living expenses are provided. It covers a wide range of fields, including public policy, and there are no restrictions on the country for overseas study. However, scholarship recipients are required to study at a university that is ranked within the top 200 in the World University Rankings⁴⁶. Therefore, they mainly study in Europe and America.

About 300 to 400 applicants have recently applied, and 70 students are studying abroad. At the time of application, the scholarship requires applicants to have unconditional acceptance as full-time student from the university at which they want to study. Basically, it is the student's responsibility to travel and stay abroad, and there is no support organization at the overseas study destination.

2) Australian Awards Scholarship

Launched in 1951 with the aim of contributing to the long-term needs in development of target countries, it has been implemented in 123 countries. It focuses on Southeast and South Asia, and particularly Bangladesh, which produces many talented English speakers, has become a major sending state, and so far has sent more than 3,000 students. In particular, it produced 586 returned fellows for the five years from 2011 to 2016, and organizational follow-up was conducted in 2018⁴⁷.

Although the quota varies depending on the budget, a total of 50 to 70 students study abroad in both master's and doctoral programs every year. The students are selected from 400 to 500 applicants, so it is highly competitive. About 20 fields have been designated in accordance with the development issues of Bangladesh.

Those who work for BCS, BJS, NGOs, and the private sector are all eligible, and there is no age limit. In addition, consideration has been given to bringing the ratio of male to female international students closer to 1:1, and measures have been taken to give preferential treatment

⁴⁶ This information is based on the interview with the officer in ERD.

⁴⁷ Australian Government, Department of Foreign Affairs and Trade, "[Tracer Survey 2018-19 Bangladesh Country Report](#)"

to persons with disabilities and to ethnic minorities. Although students are required to have a certain level of English proficiency, they can receive preparatory English education at the host university after arriving at the destination. They are also allowed to live with their families and drive a car during their stay, and the scholarship office provides support during their stay.

3) KOICA Scholarship Program

The KOICA Scholarship Program is a scholarship program for ODA recipients listed in the List of DAC established in 1997. So far, 4,200 students from 80 countries have received master's degrees. The scholarship program aims to provide administrative officers who will lead the target country's government in the future with opportunities to improve their expertise and deepen their studies while experiencing Korean culture.

In Bangladesh, it was launched in 2008, and there have been about 50 returned fellows so far. The program accepts more than five students every year. In the most recent round, 32 applicants applied and seven candidates were selected. Those who are regular civil servants of the central or local government, or teachers or researchers of national educational and research institutions, who are 40 years old or younger, are considered desirable. The program is conducted in English, and the KOICA Dhaka office and the Korean Embassy interview nominees recommended by the eligible ministries and divisions.

In addition to the academic degree programs described above, approximately 50 short-term programs are conducted exclusively for civil servants, including non-BCS Cadre officers, and many civil servants have participated.

4) Chinese Government's Scholarships

In addition to the regular government's scholarship programs, the Chinese government's scholarships are divided into various types according to target regions, specific fields, the use of specific schemes, etc. All government's scholarship programs are managed by the Chinese Scholarships Council (CSC), which is also responsible for recruiting and selecting candidates, and the recruitment is announced through Chinese overseas diplomatic establishments.

In Bangladesh, there are several Chinese government's scholarships, such as the bilateral program, but the most famous scholarship among civil servants is the MOFCOM Scholarship, which has been provided by the Chinese Ministry of Commerce for about five years. All Bangladeshi nationals, including civilians, are eligible, but civil servants account for more than 90% of the scholarship students. In the most recent round, 49 applicants applied, and eight students actually went abroad to study.

The MOFCOM Scholarship is open to the public. Applicants choose from available research fields and host universities, apply on their own, individually take an entrance examination, and wait for the results. The scholarship is an English-language study program, which offers students a wide range of available fields, including administration, arts, and sciences, and 27 host

universities are available. If students choose a Chinese-language program, they can take one-year Chinese language training before entering the university. The CSC recommends a Chinese program. Applicants for the English-language program are not required to submit an IELTS or TOEFL score, but instead, they are required to obtain a certificate of English proficiency from the university from which they graduated.

There is no organization like JDS Operating Committee (OC), and the host universities show no tendency to willingly pass applicants. The Ministry of Public Administration collects information of whether applicants have passed or failed the examination, and prepares necessary paperwork for overseas study. Students bear all responsibility for housing, bringing their families with them, etc.

As with KOICA below, in addition to the academic degree programs described above, approximately 300 short-term programs are conducted annually and exclusively for civil servants including non-BCS Cadre officers, and many civil servants have participated. These scholarships and short-term programs which are not limited to BCS Cadre officers are also popular with non-BCS Cadre officers.

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."

At the beginning of JDS, the main purpose was to improve the abilities of individual of JDS fellows, but from FY2009, the JDS Project gradually shifted to a new system and targeted human resources who can formulate policies, aiming to improve the administrative abilities of each target country, and solving issues in each country in the future. 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 Bangladesh by the Japanese government, and existence of potential candidates at expected Target Organizations and others. Further, based on the result of the said survey, the survey team formulates the scale of the JDS project set as four-batch package, and program plan of each Sub-Program (the Basic Plan for the Sub-Program).

2-1-1 Project Design

In the field survey conducted from December 2020 to January 2021, the JDS priority areas and key development issues and expected research areas was formulated and agreed as the Table 1, on the basis of the needs for human resource development in the government of Bangladesh. These priority areas and key development issues have been set to aim to support for human resource development for Bangladeshi civil service officers who are engaged in development issues in Bangladesh.

Table 22 Framework of the JDS Bangladesh (intake FY2022-2025)

JDS Priority Area (Sub-Program)	JDS Development Issue (Component)	Expected Research Area	Slot
1. Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administration both in Central & Field Level	Governance/Administration, Local Administration/Local Governance, Kaizen, Information Security	10
	1-2 Development of Capacity for Judiciary System and Policy	Judicial System, Alternative Dispute Resolution (ADR), International Law, Intellectual Property-related laws	2
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	Urban Planning/Policy, Regional Development Planning/Policy, Agriculture, Rural Development Planning/Policy, Local Administration/Local Governance, Disaster Management	8
	1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management	Macroeconomics/Microeconomics, Environmental Economics, Statistics, Public Finance Management/Policy, Public Investment Management/Policy, Industrial Policy, Investment Policy, Financial Policy	10

(1) Components, Research Theme, Number of JDS fellows

In Bangladesh, the JDS framework was formulated and agreed upon in the field survey conducted from December 2020 to January 2021. As a result of the review on the JDS framework based on Bangladesh's national development plan, Country Assistance Policy for Bangladesh, and the needs, through discussions with the relevant party of government, JICA proposed an increase of four more slots in the Component "Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management" for strengthening human resource responsible for the development in the economic field.

Since the maximum number of total accepted students in master's program is still maintained at 30 in the next phase, both sides of Bangladesh and Japan reached an agreement to reduce the number of slots from twelve to ten in the Component "Enhancement of Capacity for Public Administration both in Central & Field Level", as well as from ten to eight in the Component "Development of Capacity for Judiciary System and Policy". It was confirmed that the examination and solution of issues related to an Accepting University and eligibility of applicants in the Component "Development of Capacity for Judiciary System and Policy" should be clearly stated in the Minutes of Discussions of the first field survey.

- 1-1 Enhancement of Capacity for Public Administration both in Central & Field Level: 2 slots reduced (12 ⇒ 10)
- 1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy: 2 slots reduced (10 ⇒ 8)

- 1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management: 4 slots increased (6 ⇒ 10)

Regarding the background to the increase in the number of slots in the Component “Enhancement of Capacity for Economics Planning and Policy and Public Finance & Investment Management”, Japan supports strategic human resource development in Bangladesh for the support for sustainable and equitable economic growth, and escape from poverty in Bangladesh, as is clear in the "Country Development Cooperation Policy for the People’s Republic of Bangladesh" (February 2018).

In the Component “Development of Capacity for Judiciary System and Policy”, courts in Bangladesh have already faced a cumulative backlog of more than three million outstanding cases, and there is also an urgent issue to train officers of Bangladesh Judicial Services (BJS) who will work in subordinate courts in the country as judges. Therefore, newly adding “Alternative Dispute Resolution (ADR)” as an expected research field in the next phase, it is crucial to make the legal and judicial systems more efficient and improve those systems.

(2) Target Organization

The JDS Project in Bangladesh is open to all civil servants of Bangladesh Civil Service (BCS), and those who meets the application qualifications can apply for any component. However, for strategic recruitment activities, the expected organizations are set to encourage applications in each component.

In the Preparatory Survey, several organizations, such as Ministry of Information, expressed their desire to be dispatched to short-term training. On the other hand, it is confirmed that there is a high need for master's and doctoral programs. In particular, Administrative Cadres are frequently transferred to other ministries and agencies, so they may contribute to policy making in a wide range of fields as officers of administrative agencies.

Table 23 Expected/Encouraged Organizations to Application

JDS Priority Area (Sub-Program)	JDS Development Issue (Component)	Expected/Encouraged Organization to Application
1. Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administration both in Central & Field Level	Ministry of Public Administration, Ministry of Planning, Ministry of Finance, Ministry of Foreign Affairs, Ministry of Local Government, Rural Development and Co-operatives
	1-2 Development of Capacity for Judiciary System and Policy	Ministry of Law, Justice and Parliamentary Affairs, Ministry of Home Affairs, Ministry of Public Administration, Ministry of Foreign Affairs, Ministry of Environment and Forests, Ministry of Shipping
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	Ministry of Post and Telecommunications, Ministry of Housing and Public Works, Ministry of Environment and Forests, Ministry of Industries, Ministry of Local Government, Rural Development and Co-operatives
	1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management	Ministry of Public Administration, Ministry of Planning, Ministry of Finance, Ministry of Environment and Forests, Ministry of Industries, Prime Minister's Office, Bangladesh Bank, National Board of Revenue

(3) Accepting Universities

JICA has presented the envisaged target fields and development issues in the JDS Bangladesh on the website and called for submissions of proposals regarding countries and issues from universities which wishes to accept. As a result of it, a total of 27 proposals were received from 19 graduate schools of 16 universities.

Regarding the contents of the accepting proposals submitted from the various universities and the achievements for accepting and guiding international students, including JDS fellows, JICA conducted a preliminary screening of accepting proposals based on the evaluation guidelines within JICA. Then, based on the results of the preliminary screening, the top universities selected through the Japanese evaluation were offered and introduced its features and characteristics to the Bangladesh government at the local meeting. As a result of these discussions, agreement was reached on the hosting universities and the framework for the numbers to be accepted, as shown in Table below.

Table 24 Accepting Universities of the JDS Project in Bangladesh

JDS Priority Area (Sub-Program)	JDS Development Issue (Component)	University	Graduate School	Slot
1. Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administration both in Central & Field Level	Meiji University	Graduate School of Governance Studies	4
		Yamaguchi University	Graduate School of Economics	4
		Kobe University	Graduate School of International Cooperation Studies	2
	1-2 Development of Capacity for Judiciary System and Policy	Keio University	Law School	2
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	University of Tsukuba	Graduate School of Science and Technology	4
		Hiroshima University	Graduate School of Advanced Science and Engineering/ Graduate School of Humanities and Social Sciences	4
	1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management	Hiroshima University	Graduate School of Humanities and Social Sciences	3
		International University of Japan	Graduate School of International Relations	3
		Rikkyo University	Graduate School of Business	2
		Kobe University	Graduate School of International Cooperation Studies	2
	Total (Master's Program)			

In the field survey, a two-year course was requested through an interview with Ministry of Law, Justice and Parliamentary Affairs, as a reason for that JDS fellows from Bangladesh surely require lots of time to comprehend subjects that they are not taught in law schools in Bangladesh, such as space law, intellectual property related laws, laws related to sports, investment law, cybercrime, etc. and to gain an understanding of Japanese society. Although Law School in Keio University which is the accepting university in the current phase offers a one-year course, it has been assumed that the study plan would be made on the premise of the “two-year course”.

In the Component “Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management”, Graduate School of Business, Rikkyo University will newly join to host JDS fellows from Bangladesh because of the increased number of slots in the next phase.

(4) Ph.D. Programs

In Bangladesh, the needs for obtaining Ph.D. are higher than that in other countries. Since started the Ph.D. program in 2017, it has been unfailingly maintained more than three times the competition ratio against the maximum number of three slots every year, 15 applicants in 2017,

9 in 2018, 10 in 2019, and 9 in 2020. In addition, the ministries to which JDS fellows in Ph.D. Programs have belonged are 5 from Ministry of Public Administration, 3 from the Bangladesh Bank, and 1 from Ministry of Planning, out of a total of 9 JDS fellows from 2018 to 2020.

As for the needs of the government of Bangladesh, it is found out that there are some ministries such as Ministry of Public Administration that Ph.D. is subject to points to be added in the personnel evaluation, Annual Confidential Report (ACR), although obtaining a Ph.D. is not an indispensable requirement for the advancement and promotion of civil servants. Also, according to the answers to the questionnaire from some ministries, it is necessary to have doctorate-level scholarly knowledge for appropriate policy formulation and operation. In the Minutes of Discussions, it was proposed to accept up to three slots every year in the next phase continuously, and it was approved by the Bangladesh side. As a result of the questionnaire survey, the number of Ph.D. holders was shown in the following ministries as the Table 4.

Table 25 Number of Ph.D. holders in the ministries (Female)

	BCS Cadre / BJS officers	Ph.D. holders	Currently studying abroad in Ph.D. program
Ministry of Public Administration	104 (33)	7 (0)	48 (13)
Ministry of Law, Justice and Parliamentary Affairs	1852 (518)	48 (No answer)	6 (2)
Ministry of Shipping	28 (4)	4 (0)	0 (0)
Ministry of Agriculture	33 (5) *Scientist/Officers	19 (5)	0 (0)
Ministry of Fisheries and Livestocks	1302 (135)	49 (4)	8 (1)
Ministry of Labour and Employment	24 (11)	2 (0)	No answer

Furthermore, the Bangladesh side proposed to increase the maximum number of slots from three to five, and not to limit the applicants only to “JDS returned fellows” but to expand the eligibility of application to Ph.D. more widely. These issues still need to be discussed.

2-1-2 Implementation System of the JDS Project

(1) Operating Committee Members

It was confirmed based on the JDS operational guidelines that as in the current phase, Additional Secretary of ERD in Ministry of Finance would take the chairperson, and Counselor of the Embassy of Japan in Bangladesh would take co-chairperson, the Operating Committee would also consist of members from four organizations of Bangladesh (Ministry of Finance - ERD, Ministry of Public Administration, Ministry of Planning, Ministry of Education) and two Japanese organizations (the Embassy of Japan in Bangladesh and the JICA Bangladesh office).

Moreover, the Japan side proposed to include Ministry of Foreign Affairs of Bangladesh as a new member of the Operating Committee, from the perspective of enhancing diplomatic relationship. As a similar proposal had been made last year and no one particularly objected to this, it was

confirmed that it will be formally requested to join the Operating Committee from the next phase.

As the current phase, Joint Secretary of ERD is already engaged in JDS implementation as the JDS Project Director, two executives from ERD in Ministry of Finance will be involved in the Operating Committee.

Table 26 Bangladesh Operating Committee Members

Country	Position	Previous Members	Present Members
Bangladesh side	Chairperson	Economic Relations Division, Ministry of Finance, Additional Secretary	Economic Relations Division, Ministry of Finance, Additional Secretary
	Member	Ministry of Education, Joint Secretary	Ministry of Education, Joint Secretary
	Member	Ministry of Planning, Joint Chief	Ministry of Planning, Joint Chief
	Member	Ministry of Public Administration, Joint Secretary	Ministry of Public Administration, Joint Secretary
	Member	-	Ministry of Foreign Affairs ⁴⁸
	Project Director	Economic Relations Division, Ministry of Finance, Joint Secretary	Economic Relations Division, Ministry of Finance, Joint Secretary
Japan side	Co-Chairperson	Embassy of Japan in Bangladesh, Counsellor	Embassy of Japan in Bangladesh, Counsellor
	Secretariat	JICA Bangladesh Office, Senior Representative	JICA Bangladesh Office, Senior Representative

(2) Role of Operating Committee

In Bangladesh, Operating Committee members provide a range of support, such as activities including approaching various ministries and networks to encourage applications for the JDS role, uploading information on the JDS application on the government webpages, etc. They have meetings and discussions not as a mere formality but to make the operation of the JDS Project and its application and selection processes more effective. It is hoped that they will continue to provide cooperation in the next phase.

In the next phase, securing the right number of the excellent candidates from ministries/divisions will be further important in the JDS Project. To secure such applicants as well as to adopt a recruitment policy and select final candidates, assistance of the Operating Committee members should be more eagerly sought to approach ministries and divisions. The Operating Committee's active involvement and cooperation is crucial when taking follow-up activities after fellows' return to Bangladesh and arranging environment to allow them to advance their careers.

Ministry of Foreign Affairs in Bangladesh, which will become a new member of the Operating Committee, will be informed of the functions and roles of the Committee based on the JDS operating guidelines (see Table 6). Since the JDS project is not just a scholarship project, but one of the investments for development, the survey team will mention the importance of the role of

⁴⁸ 今後、ERDの承認後、正式に加入する予定である。新規加入に関しては、日本側からバングラデシュ外務省に説明を行う予定となっている。

Ministry in the Operating Committee in order to promote the strategic utilization of the JDS project as the government of Bangladesh. In addition, the survey team will ask for cooperation from Ministry of Foreign Affairs as a member of the Committee.

Table 27 Role of Operating Committee

Role	Details
Formulate the recruitment and selection plan	Based on national development plans of Bangladesh 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 Bangladesh 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
Approval for the final 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's Program)

Based on the framework agreed upon during the field survey in January 2021, the Basic Plan will be drafted in each of the JDS priority areas (Sub-Programs) and it confirmed that the contents of the Basic Plan would be explained at a later date.

Each Basic Plan outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in Bangladesh in each of the JDS priority areas. In addition, it sets out the principles 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 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 civil servants in Bangladesh.

Applicant eligibility of the JDS project in Bangladesh is shown in the table below. Details will be discussed and determined at a later date.

Table 28 Applicant Eligibility of the JDS Project in Bangladesh (Tentative)

Item	Condition
Nationality	Citizen of Bangladesh
Age	Below the age of forty (40) as of 1st April in the year of dispatch (in principle)
Academic Background	Completed sixteen (16) years of school education with at least Bachelor's degree At least two (2) First Divisions/Class ※No Third Division/Class
Occupation	- To be a confirmed member of any of the following categories, with at least two (2) years of work experience at the time of deadline of the application period. ✓ Bangladesh Civil Service (BCS) Cadre ✓ Bangladesh Judicial Service (BJS) ✓ Class-1 Officer of Legislative and Parliamentary Affairs Division in Ministry of Law, Justice and Parliamentary Affairs ✓ Class-1 Officer of Bangladesh Bank
English Proficiency	Have a good command of both written and spoken English. IELTS 6.0 or higher is preferable.
Health Condition	Mentally and physically in good health
Others	A person corresponds to the followings is not eligible to apply ✓ Those who are currently receiving (or scheduled to receive) another scholarship (including other scholarships of Japan) ✓ Those who have obtained a Master's or higher degrees overseas under the support of foreign scholarship ✓ Those who have completed Master's or Doctoral degree under deputation or study leave as BCS, BJS or Class-1 Officers ✓ Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list

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

The application eligibility for the Ph.D. program are as shown in Table 8, as in the current phase. As mentioned above, the Bangladesh side proposed to increase the number of slots from three to five, and to widely expand the eligibility to those who are not JDS returned fellows, too. The latter proposal, in particular, is needed to be discussed continuously.

Table 29 Applicant Eligibility of the JDS Ph.D. Program in Bangladesh

Item	Condition
Age	Below the age of forty-five (45) as of 1st April in the year of dispatch (Preferable under 40-year old)
Academic Background	Obtained a Master's degree under JDS
Occupation	To be a confirmed member of BCS Cadre, or Class-1 in Bangladesh Bank
Work Experience	Have returned to and worked at the target organizations for at least 2 years as a public servant after completion of Master's course under JDS
English Proficiency	Meet application requirements of a university or a graduate school to which the applicant wish to apply
Health Condition	Must be mentally and physically in good health
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.

(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 Ph.D. program 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 Ph.D. program.

(2) Basic policy

Aside from slots for the master's program, the number of JDS fellows in Ph.D. program to be accepted is set separately. The quota for the Ph.D. Program is not considered a goal to be fully 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 years⁴⁹. The scholarship during the stay in Japan is granted in the same way as for government-financed research students in the Ph.D. Program.

(4) How to collect and screen applications

Apart from those for the regular master's program, 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.

It is confirmed through an interview with Joint Secretary of Ministry of Public Administration that in the Deputation Policy which is applied to every civil servant in Bangladesh, the maximum duration of deputation leave to study abroad is 5 years with full salary. If a civil servant wish to extend the duration, study leave is allowed only to pursue a post doctoral study after obtaining a doctoral degree with half paid salary.

2-2 Obligations of Recipient Country

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

⁴⁹ The period can be extended by up to six months only if it is judged that the student concerned is highly likely to obtain a doctoral degree.

During the period when JDS fellows study in Japan, the government of Bangladesh 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 the JDS fellows return to Bangladesh, taking into consideration that main objectives of the JDS project include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human network, the government of Bangladesh shall hold a Reporting Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential 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 FY2021 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 Bangladesh. The Agent will conclude a contract with the government of Bangladesh to implement JDS project on behalf of the government.

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

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

Figure 7 Implementation Process

2-4 Recruitment and Selection Methods

2-4-1 Recruitment Methods

(1) Recruitment Tools / Materials

In the JDS Bangladesh, it was found out that from the result of questionnaire to applicants, about 80% of the applicants acquired information on JDS from various websites⁵⁰. By providing timely updates to potential candidates as well as conveying the attractiveness of JDS, such as introduction of universities and Japan by JDS students who are presently staying in Japan or the activities of returned students, we anticipate an increase in applications. As recruiting tools, we will create a recruitment website and JDS project recruitment pamphlets, posters, and leaflets. Furthermore, the number of copies, design and others will be separately determined in 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 9, solicitation explanatory meetings have been held in each location for the third phase. The future venues will be separately determined by the Operating Committee. Recruitment seminars in the outside of Dhaka resumed in FY2019 due to the stability of domestic security. However, in FY2020, due to the impact of COVID-19 infectious disease, all recruitment seminars including in Dhaka were held through online. Furthermore, regarding the component seminars which the number of applicants is unbalanced, university faculty members also participated from Japan and introduced the graduate schools and their features.

In the next phase, the Japanese side will ask for cooperation with JICA experts and work on publicity so that the information on application will effectively reach more potential candidates, and also ask JDS returned fellows for cooperation in recommending excellent candidates, etc.

Moreover, it is important to encourage to apply to JDS for potential candidates who access the website and downloaded the application documents or who attend the recruitment seminars, by sharing the materials used in the recruitment seminars and notifying the application deadline by e-mail.

⁵⁰ Among the 172 master's program applicants in 2019, for example, 136 responded that they obtained information on the JDS from the website.

Table 30 Schedule of recruitment seminars

Target	Date	Place
HR Officers from different ministries	Late July	ERD, Ministry of Finance
All candidates Candidates in Component-wise Prospect candidates	Late August ~ Late September	Bangladesh Public Administration Training Centre (BPATC)
		Bangladesh Civil Service Administration Academy (BCSAA)
		Head Office, Bangladesh Bank
		Major cities (Barisal, Khulna, Rajshahi, etc.)
BCS Cadre officers in main ministries		Facilities in Dhaka

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.

Considering the domestic security situation after the terror attacks in July 2016 in Bangladesh, technical interviews afterwards were conducted with using the JICA video conferencing system or other online conferencing system. In the next phase as well, appropriate interview method will be considered according to the domestic security situation.

In the JDS project in Bangladesh, appropriate strategies (ingenuity, points, concrete numerical targets, etc. at the time of recruitment and selection) will be examined in the future through discussions with the government of Bangladesh. The number of female applicants in the current phase is about 15%, and the percentage of successful women is about 20%. For example, according to an answer to the questionnaire from the Ministry of Law, Justice and Parliamentary Affairs, a system has been introduced in which female BJS officers are assigned up to 20% of vacant posts. In this way, promoting women's participation is in line with the efforts of the government of Bangladesh. Therefore, it is necessary to consider and implement specific measures to encourage female candidates to apply to JDS.

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

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

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

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

and should increase the number of learning hours in the future.

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

In regards to the impact of COVID-19 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 COVID-19, taking care of the infection prevention, it is required to consider using video content and conducting online orientation without compromising the quality and quantity of training content.

2-5-2 Contents of Enrichment Program

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

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

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

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

Table 31 Methods of added value to make JDS more attractive ⁵¹

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

2-5-3 Contents of Special Program

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

The special program consists of the following aims.

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

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

⁵¹ Basic research (p110) etc.

2-6 Monitoring, Guidance and Counseling

2-6-1 Implementation System

A coordinator of the implementing Agent is assigned to each university, which accepts the JDS fellows in order to build a good relationship with faculty members and officers 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 officers to receive information on the fellows on a daily basis. In addition, it should be prepared to have an opportunity to have an interview with the fellows regularly to understand their academic and daily life, and provide necessary support in an appropriate timing.

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

In order to prevent the spread of COVID-19 infectious disease, 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 implementing 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 officers who are expected to be involved in socio-economic development of Bangladesh 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 Bangladesh as core personnel after the degree (i.e., master's degree and doctoral degree) in graduate schools in Japan as well as to the future partnership between Bangladesh 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 Bangladesh, parties concerned with the project, and subjective efforts.

2-7-1 Alumni Association for JDS returned fellows

In Bangladesh, the "JDS Alumni Association (JDSAA)" was established in 2010 with the cooperation of the Agent, ahead of other JDS implementing countries. Executive members of JDSAA are highly motivated for the alumni association activities, and it can be recognized that it

is the strongest alumni association organization in the JDS implementing countries in terms of sustainability as an organization, achievement of the activities in the past, and the rate of membership. It is important to promote networking between JDS returned fellows and strengthen relationship between Bangladesh and Japan through the alumni association in the future.

Almost all of the JDS returned fellows, about 350, have joined JDSAA, and its activities have been highly evaluated due to communication between members and connections with Japanese people. Activities of JDSAA include the annual general conference in March and providing information to the final candidates of JDS at their pre-departure orientation in August, in collaboration with the JDS project. In addition, JDSAA creates directories and holds various events.

JDSAA consists of President, Vice President, General Secretary, Treasurer, Office Research & Professional Development Secretary, Sports Cultural & Publication Secretary and IT Secretary, as well as five Executive Members. Twelve board members in total are managing JDSAA.

Apart from JDSAA, “Japan Scholar's Forum in Bangladesh Bank (JSFBB)” was established in 2019. It consists of about 70 bank officers who are former students studied in Japan, and most of them are JDS returned fellows.

2-7-2 Follow-up activities supported by other Japanese organizations

In Bangladesh, there is the "Japanese Universities Alumni Association in Bangladesh (JUAAB)", which was established in 2000 with the cooperation of the Embassy of Japan in Bangladesh, and has more than 600 members as of November 2019. JUAAB is managing its own Japanese language school, and the costs of various activities are covered by the profit of the school. Activities include holding speech contests, supporting the Japanese Language Proficiency Test in Bangladesh, and pre-departure orientations for MEXT scholarship students. In addition, there are Alumni Association of the University of Tokyo and the YLP Alumni Association.

Furthermore, the Japan Society for the Promotion of Science in Bangladesh (JSPS Bangladesh) provides an opportunity to pursue research for a few former students of MEXT scholarship as "fellows" to Japanese universities or research institutes for three to six months every year by its own budget.

In addition, the Japan Foundation also provides a subsidy as part of strengthening of the relationship between SAARC and Japan, and supports for holding Japanese speech contests by Japanese Universities Alumni Association of India, Sri Lanka, Pakistan, Nepal, and Bangladesh. That contests are held in a country among them every year and hosted by those associations which takes their turn to be in charge of.

On the other hand, there is also the Bangladesh Alumni Association of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS). Established in 1978, it

has a very close relationship with the Japan Chamber of Commerce and Industry. According to the interview with the honorary adviser and the director of the alumni association, the number of registered members exceeds 3,000. There were also calls for collaboration with JDS. This alumni association not only carries out events and other activities, but also functions as an agency to recruit 150 to 200 trainees for various courses every year and send them to Japan in commission by the AOTS. There are almost no Bangladeshi civil servants, and there are many trainees from the private sector.

The honorary advisor advised that “tips for successfully managing an alumni association” are “giving autonomy and responsibility to alumni members.”

Chapter 3. Evaluation of the JDS Project and Recommendation

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

3-1-1 Conformity with Priority Development Issues in Bangladesh

Based on the development plan of Bangladesh and the current situation and problems of each sector, the consistency of JDS and development plan of Bangladesh was analyzed as follows. Bangladesh is showing stable economic growth. During the three years from 2017, it continued to grow by more than 7-8 % on average⁵². It presents national strategies called “Vision 2021,” which aims to become one of the middle-income countries by 2021 and “Vision 2041,” which aims to become one of the developed countries by 2041. Specific action guidelines for these strategies are reflected in the 8th Five Year Plan (2021-2025), which was approved last month at the National Economic Council. As well as focusing on dealing with COVID-19 related issues, their goals are set to achieve GDP growth rate of 8.51% and decrease the poverty rate to 15.6% by the end of the period.

Figure 8 in the next page shows the position of priority areas in the next phase of the JDS project in Bangladesh in the development strategy, and it is established to support the development issues in Bangladesh.

3-1-2 Conformity with Japanese Cooperation Policy to Bangladesh

“Country Development Cooperation Policy for the People’s Republic of Bangladesh” (February 2018) and “Rolling Plan for the People’s Republic of Bangladesh” (April 2018) by the Japanese government sets the core assistance areas as “Overcoming Social Vulnerabilities”, and as a development issue, Japan will support the improvement of the administrative capacity of the government of Bangladesh.

The JDS project is positioned to develop core human resources in regulatory agencies in charge of each field in order to deal with each of the following development issues. JDS is also in line with the cooperation policies of Japan and JICA.

⁵² International Monetary Fund “[World Economic Outlook Database](#)”, April 2021

Japan's Development Cooperation Policy to Bangladesh

Priority Area	Development Issues
Accelerate Economic Growth so that Everyone can Enjoy the Benefits of Becoming a Middle-income Country	Economic Infrastructure Development
	Private Sector Development
	Urban Development
Overcoming Social Vulnerabilities	Human Development
	Rural Development
	Administrative Capacity Improvement
	Disaster Management/ Climate Change
Other	Other

Framework of JDS in Bangladesh (2022-2025)

JDS Development Issues (Component)
1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management
1-3 Enhancement of Capacity for Urban and Reginal Development Plannning and Policy
1-1 Enhancement on Capacity for Public Administrative (of Central and Local) Government
1-3 Enhancement of Capacity for Urban and Reginal Development Plannning and Policy
1-1 Enhancement on Capacity for Public Administrative (of Central and Local) Government /
1-2 Development of Capacity for Judiciary System and Policy
1-3 Enhancement of Capacity for Urban and Reginal Development Plannning and Policy



Figure 8 Relevance between Japan’s Policy to Bangladesh and JDS Framework

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

Target countries for grant aid are determined with reference to the criteria for an interest-free loan qualified country (1,185 USD per person, FY2021⁵³) 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.

Bangladeshi GNI per capita was 1,940 US dollars in 2019⁵⁴, and the country was upgraded to the lower-middle group in July 2015. That exceeds the threshold for being an interest-free loan qualified country. Meanwhile, the country has a big population which ranks 8th in the world, and 30% of the population remains to face poverty, and it also has challenges of vulnerabilities to such as governance, basic infrastructure, natural disaster, etc., which obstruct economic and social development. Especially, its governance competence is of the lowest level among the South Asian countries⁵⁵ and it urgently requires an improvement of administrative competence and establishment of systems, and accordingly, to foster the excellent administrators. Considering these factors, it is reasonable to offer the JDS grant aid.

In the meantime, in Bangladesh, the evaluation of our country’s education is high⁵⁶. Therefore, offering education opportunities in Japan to young administrators who are expected to be active

⁵³ World Bank IDA Borrowing Countries, <https://ida.worldbank.org/about/borrowing-countries>

⁵⁴ World Bank (2019), “GNI per capita, Atlas method (current US\$) - Bangladesh | Data (worldbank.org)”

⁵⁵ World Bank (2019), “WGI 2020 Interactive > Home (worldbank.org)”

⁵⁶ Embassy of Japan in Bangladesh (2019), “Overview of a draft of the national budget of Bangladesh” [000509090.pdf](https://emb-japan.go.jp/000509090.pdf) (emb-japan.go.jp) (Japanese)

in the future will lead to support the economic development of their country. Moreover, as well as enhancing the good bilateral relationship between Bangladesh and Japan, which is known to be friendly towards Japan, it will directly lead to the enhancement of the regional connectivity of the country, which is located at an important geopolitical site, and the expansion of trade and investment with our country, and will contribute to the promotion of “Free and Open Indo-Pacific Strategy (FOIP)”.

In addition, targeting young government officials who are in charge of policy planning and implementation of socio-economic development, JDS fellows are expected to become future leaders of Japanese-speaking groups, and JDS returned fellows are good in Japan. It can also be a valuable diplomatic asset for strengthening bilateral relations with a good understanding of Japan.

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 Bangladesh will be evaluated on the basis of this Preparatory Survey, and will eventually be reviewed by the Japanese government. It is, however, necessary for the Bangladesh government 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 Bangladesh, 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 belonging 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 Bangladesh are summarized as shown in the table below:

**Table 32 Examples of Factors that Affect the Achievement of JDS Bangladesh
(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. JDS 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, the Agent is not only involved in establishing the project policy every year but is also recruiting and selecting the candidates and sending them to Japan, and with the generous support to JDS fellows such as regular monitoring by the Agent during their period studying abroad. That is why, rate of obtaining degrees by JDS fellows reaches 98.7%⁵⁷ while completion rate of master's degrees in graduate schools in Japan for the past 10 years (2008-2017) is 87.8%. Considering that the JDS students are active civil servants, this high completion rate is a point to be proud of as relatively superior. Also, the existence of reinstatement support after returning to their home countries and the planning of alumni activities are also thought to be advantageous points when comparing JDS with other donors' scholarships.

Furthermore, as 4 terms are regarded as one phase, and it has been operated in the same framework for 4 years, during this period, JDS fellows who are pursuing the same field are studying at the same accepting universities. Therefore, during their study period, JDS fellows have someone such as senior or junior fellows to talk to in the vicinity and this system allows them to avoid isolation. This is also thought to be an advantageous point.

⁵⁷ Master degree acquisition rates in 13 countries targeted for JICA basic research in 2019.

The Preparatory Survey Team conducted interview with some ministries about the characteristics of JDS returned fellows from Japan that returned civil servants from other countries do not have. As a result, characteristics such as morality and accuracy at work including “discipline”, “does one’s work properly”, and “punctual” were mentioned. On the other hand, regarding negative factors, it was pointed out as a challenge that few information was provided on hospitals and child rearing, and that was causing an impediment when they take their family members to Japan.

3-4 Project Evaluation Indicator Data (Indicators related to the results and impact of JDS)

Table 33 shows the indicators used to assess the outcomes and impacts of the JDS project in Bangladesh. 98.6% of JDS fellows from Bangladesh have been successful in obtaining a degree through JDS Bangladesh, JDS accepted applicants not only Bangladesh Civil Servants and Bangladesh Bank official but officers from private companies until FY2016. Also, new system has been introduced since FY2010. BCS Cadre account for 66.0% of JDS returned fellows, and Bangladesh Bank officers account for 18.7%, and this figure goes to 72.0% and 28.0% respectively if limited to the new system. JDS returned fellows who promoted above deputy secretary account for 37.0% of JDS returned fellows.

Table 33 Project Evaluation Indicator Data on JDS Bangladesh (As of May, 2021)

Inaugural year		1 st batch fellows were dispatched in 2002 (start JDS project in 2001)		
Number of Slots per year	2002-2009 (old system)	29 (2002), 19 (2003), 20 (2004-2009)		
	2010-2021 (new system)	1 st phase: 15 (2010-2013) 2 nd phase: 15 (2014), 25(2015), 30 (2016, 2017) 3 rd phase: Master 30 (2018,2019,2021), 29 (2020), Ph.D. 3 (2018-2021)		
Fellows Accepted	Total	426 (Master Program:417, Ph.D. Program:9) *the fellows who are dispatched in 2021 are not included		
	Gender	Male: 359, Female: 67 (Female percentage15.7%)		
	Average age	33.6 years old (Arrival time)		
Returned fellows	Total	360 (58 in Master’s Program and 8 in Ph.D., 66 in Japan in total)		
	Fellows who got degree	355 (Completion rate 98.6%)		
By category of work place	Upon arrival	Total (426)	BCS Cadre: 284, Bangladesh Bank: 84, Judicial (current BJS) ⁵⁸ : 5, Others: 53	
		Old system (167)	BCS Cadre: 98, Bangladesh Bank: 14, Judicial (current BJS): 3, Others: 53	
		New system (259)	BCS Cadre: 196, Bangladesh Bank: 60, Judicial (current BJS): 2 Others: 0	
	After return to country	Total (359)	BCS Cadre: 237 (66.0%), Bangladesh Bank: 67 (18.7%), Judicial (current BJS): 3, Others: 52	
		Old System (166)	BCS Cadre: 98, Bangladesh Bank: 14, Judicial (current BJS): 3, Others: 52	
		New system (193)	BCS Cadre: 139 (72.0%), Bangladesh Bank: 54 (28.0%), Judicial (current BJS): 0, Others: 0	

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.

⁵⁸ Judicial cadre was excluded from the cadre constituent in 2008 and Bangladesh Judicial Service (BJS) was newly established.

Table 34 Items indicating Qualitative Effects of JDS (Proposal)

1. Contribution to resolving development issues in the country
Attaining promotion, obtaining influential power in the organization, and engaging in policy making as a key person
Especially utilizing research conducted on the Master's Degree Program
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

For investigating the production of effects, in this Preparatory Survey, data were analyzed in accordance with the quantitative indicators described in the “3-4. Project Evaluation Indicator Data (Indicators related to the results and impact of JDS)”. In addition, indicator items were set to qualitatively measure effects based on the outcome index, and good practices were collected through questionnaires and interviews with returned fellows who are active in their home country after studying in Japan under JDS, and with organizations to which they belong.

(1) Contribution to resolving development issues in Bangladesh

Good practices for the contribution to resolving development issues in the country are shown below. It can be confirmed that JDS returned fellows are engaged in policymaking.

- When working at the Ministry of Environment, I participated as a member of the Climate Change Negotiation Delegation, and later was in charge of negotiating for the RoopPur Nuclear Power Plant project. (JDS fellow in 2005-07, Deputy Secretary, Ministry of Public Administration)
- I coordinated the current project “Preparation of the Master Plan for Bangladesh Tourism,” and was involved in 28 policies of Bangladesh Tourism Board. I also drew up effective tourism recovery plans during the COVID-19 pandemic, as well as policy guidelines for tourism media fellowship programs. (JDS fellow in 2010-12, Deputy Director, Bangladesh Tourism Board)
- In the work of coordinating citizen registration, I am engaged in designing “integrated services delivery platform,” which is closely related to the research theme for JDS. (JDS fellow in 2015-17, Deputy Secretary, Cabinet Division)

- I work for a local government (sub-district/upazila offices), and I find it difficult to provide a lump-sum payment and effectively distribute public services and goods in rural areas during disaster. However, I learned the importance of incorporating citizens' opinions into local public issues during JDS, and after returning to Bangladesh, I have come to go to a village directly to see the scene of a disaster with my own eyes, and use SNS platforms. (JDS fellows in 2017-19, Senior Assistant Secretary, Ministry of Home Affairs)
- As a project manager of a road improvement project, I proposed standard design guidelines for expressways so that services will be not only provided to local communities in better ways but also accepted by the residents. (JDS fellow in 2018-20, Ministry of Road, Executive Engineer, Transport and Bridges)

(2) Contribution to strengthening relationships with Japan as friendly toward Japan

With regard to the contribution to strengthening relationships with Japan as friendly toward Japan, there were confirmed cases in which JDS returned fellows were contributing to strengthening relationships between the two countries, such as by actively creating projects and building cooperative relationships with JICA offices.

- When I worked at the Bangladesh Permanent Mission of the United Nations, I worked with Japanese officers from the Embassy of Japan, and built good relationships. Also, I had opportunities to communicate with Japanese members among many international delegations. (JDS fellow in 2005-07, Deputy Secretary, Ministry of Public Administration)
- I coordinated two JICA yen loan programs. (JDS fellow in 2007-09, Deputy Secretary, Finance Division, Ministry of Finance)
- When I worked for the World Customs Organization (WCO), I visited the Ministry of Finance in Japan, the Kobe Customs Office, the WCO Regional Training Center, and related local institutions in Japan, and shared comprehensive knowledge. After that, I reported my visit to Japan to the WCO Headquarters. (JDS fellow in 2012-14, National Board of Revenue, Additional Commissioner)
- As a project manager of Bangladesh Bank, I participated in JICA Project "Small and Marginal Sized Farmers Agricultural Productivity Improvement and Diversification Financing Project," and contributed to sound implementation of the project and the provision of policy advice to senior management. New experience and knowledge obtained in Japan were useful to design policy guidelines and strategies for the development process of my country. (JDS fellow in 2012-14, Joint Director, Bangladesh Bank)
- I am involved in the export from Bangladesh to Japan, and I have been trying to solve problems with Japan from the standpoint of supervising money transfer and other financial problems. (JDS fellow in 2017-19, Deputy Director, Bangladesh Bank)

(3) Other secondary effects

It was confirmed that JDS returned fellows published their research paper and other outcomes as well as contributed to alumni association activities and social activities.

- Currently, I participate in various activities as the president of the JDS Alumni Association. Bangladesh (JDS fellow in 2005-07, Deputy General Manager, Bangladesh Bank)
- My master's research paper were published by four publishers, including Routledge, and I am still using the knowledge acquired at that time. (JDS fellow in 2011-13, Associate Professor, Government Edward Collage)
- Sometime after returning to Bangladesh, my master's thesis was published in the "Ritsumeikan Economic Review." Also, I make regular contacts with my instructor when studying under JDS scholarship. (JDS fellow in 2014-16, Deputy General Manager, Bangladesh Bank)
- After returning to my home country, I have cooperated with the local social activity organization "Kaze no Kai," and participated in various social activities with its members. (JDS fellow in 2015-17, Deputy Secretary, Cabinet Division)

3-6 Issues and Recommendations

Issues and recommendations of JDS in Bangladesh obtained through this Preparatory Survey are as follows.


(1) Implementation of JDS considering diplomatic effects

In Bangladesh, the program has been implemented by ERD, the organization implementing JDS, since the start of the program in 2002. In order to further enhance diplomatic effects of JDS from the next phase, the survey group gave the Bangladesh side a suggestion of adding the Ministry of Foreign Affairs of Bangladesh to the Operating Committee on the Bangladesh side as a member. A certain level of understanding was obtained from them. However, they showed concerns that approval of new membership would take a long time due to the complex approval process within the Bangladeshi government. The Japanese side will explain the matter to the Bangladeshi Ministry of Foreign Affairs as soon as it is approved⁵⁹.

⁵⁹ This involves the complex budget approval process of the Bangladeshi government. In the government, the Planning Commission reviews and evaluates all development projects. The implementing organization first create a "Development Project Proposal / Proforma (DPP)" that also serves as a budget application, and after discussions within the ministries and agencies, obtain approval from the Planning Committee and the Ministry of Finance. Finally, the budget is approved by the Executive Committee of the National Economic Council (ECNEC), which is presided by the Prime Minister. In the case of this Preparatory Survey, joining a new member of the Ministry of Foreign Affairs, it is necessary to modify the DPP of JDS, and some procedures are omitted in the modification. (JICA / IC Net Limited (2012) "[Fact finding study on public investment management in Bangladesh : Final Report](#)")

As already mentioned in “1-1-2. Project Issues,” the development issues to be dealt with by donors decrease when the target countries become richer as the program continues. Therefore, the basic research conducted in FY2019 recommended that “it is necessary to carry out the JDS project keeping in mind that the focus on each target organization and human resources will be shifted based on the three development stages.”

Table 35 Changes in the focus of human resource development and the targets that JDS should bear by the development stage

Assumed Stage of the Partner Country	A. Many development issues The framework in line with Japan's Country Development Cooperation Policy = Current JDS project	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in civil service who address development issues (Responding to development issues)	Development of core human resources in civil service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government 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 Bangladesh			

In Bangladesh, there are various programs for study and training in Japan other than JDS, so it is also necessary to characterize JDS as a program more conscious about diplomatic effects to clarify its comparative advantage with other donors.

(2) Issues of the JDS in Bangladesh

Issues picked up in Chapter 1 (“1-1-3. Current Situation and Issues of the Bangladesh JDS project” pp. 4-8) of this report are described below.

1) Continuing to secure excellent candidates from the ministries/divisions

(a) Utilization of webinars

In order to make the JDS project more conscious about diplomatic effects, recruitment and selection of candidates need to be carried out more effectively and strategically, such as by pursuing selection and operation of personnel with high diplomatic significance. As mentioned in “2-4. Recruitment and Selection Methods” (p45) in this report, online recruitment was conducted for recruiting and selecting candidates for the 20th batch (2021-23) during the COVID-19 pandemic. “General Seminar,” which included a briefing session on how to prepare research plans, was held twice, and current students and returned fellows from each component were invited to talk about their experiences. Webinars of each component entitled “Component-wise Seminar,” where faculty members from the host university provided useful information about the university and research life in Japan, were also held with attendance of current students and returned fellows.

As a result of these efforts, a total number of JDS applicants for the 20th batch (2021-23) eventually reached 250, which was an approximate 45% increase from the previous year.

Table 36 Number of Applicants in the current phase by Component

Component	Slot	Number of Applicants			
		17 th Batch (2018)	18 th Batch (2019)	19 th Batch (2020)	20 th Batch (2021)
1-1 Enhancement of Capacity for Public Administration both in Central & Field Level	12	47	46	54	94
1-2 Development of Capacity for Judiciary System and Policy	2	8	10	15	28
1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	10	49	35	61	54
1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management	6	96	44	42	74
Total	30	200	135	172	250

In the next phase, it will be possible to develop more effective recruitment activities by utilizing webinars and inviting various guest speakers while attracting potential applicants who have no access to the webinars in face-to-face seminars.

(b) Setting special quota in Component 1-4

From the perspective of “continuing to secure excellent candidates from the ministries/divisions,” more strategic approaches are needed, not in terms of just quantity but also quality. In particular, in Component 1-4 of the next phase, a significant increase (increase of four slots) is observed in the economic field in line with the priority area of development issues in Bangladesh, which is expected to have a large impact on the program outcomes of the next phase. The status of the application and selection of Component 1-4 for the current phase is as follows.

Table 37 Number of Applicants (A) and Final Candidates (FC) in the Component 1-4 at the current phase

Organization	17 th Batch		18 th Batch		19 th Batch		20 th Batch	
	(A)	(FC)	(A)	(FC)	(A)	(FC)	(A)	(FC)
Bangladesh Bank	87	5	39	5	37	6	62	6
Ministry of Public Administration	5	1	1	0	0	0	2	0
Ministry of Finance, including National Board of Revenue	1	0	0	0	1	0	0	0
Ministry of Planning	1	0	1	2	1	0	5	0
Ministry of Education and others	2	0	3	0	3	0	5	0
Total	96	6	44	7⁶⁰	42	6	74	6

As described above, in Component 1-4 (six slots) for the current phase, the applicants from Bangladesh Bank account for overwhelming majority, and almost all final candidates are employees of the bank. JDS has no special quota like the Australian Awards Scholarship for fair selection, so employees of the Bangladesh Bank, who are high level applicants, tend to remain as final candidates. On the other hand, this component in the next phase will increase from six to ten in slots, and the core target of the increased slots is assumed to be officers of the Taxation/Customs and Excise Cadre, who belong to the National Board of Revenue in the Ministry of Finance.

As described in 1.4.2 (2) “JICA and JETRO international student projects” (p27) in Chapter 1, at present there are major problems with the relationship between Japanese companies and the National Board of Revenue. According to the reports from JETRO Dhaka Office, problems of unclear back taxes frequently occur in accordance with the Bangladeshi government’s policy of increasing tax revenues, and many of these problems are attributed to the lack of expertise and negligence of duties of the Taxation/Customs and Excise Cadre officers. Based on these points and along with the recommendations for shifting to “B. Development issues + important issues for Japan” in Table 35, Component 1-4 in the next phase needs to focus on the development of human resources of the Taxation/Customs and Excise Cadre as an important issue of Japan, and take measures, such as setting a quota of final candidates for applicants other than Bangladesh Bank, to ensure that BCS Cadre officers are included in the final candidates.

(c) Strengthening applications from supposed target organizations in Components 1-4

To strengthen applications from the target organizations is also effective in solving the problem of "Continuing to secure excellent candidates from the ministries/divisions" The following eight "assumed / encouraged applicant institutions" in Component 1-4 of the Bangladesh Field Issues Table for the next phase, but from interviews with several institutions and the JETRO Dhaka office, the relationship with the field It turned out that there are the following.

⁶⁰ The number of final candidates was adjusted with other components due to declination.

Table 38 Relationship between Supposed Target Organizations and Field of Study in Component 1-4

Supposed Target Organization	Relationship with the Field of Study
Ministry of Public Administration	Administration Cadre officers who can be promoted to important positions, such as Secretary of other ministries and divisions, belong to this ministry. However, Administration Cadre officers have been repeatedly transferred to central ministries as well as local governments other than this ministry. In implementing JDS in Bangladesh, this ministry is involved in all areas of four Components.
Ministry of Planning	Former Economic Cadre officers who were integrated into the Administration Cadre in 2018, belong to this ministry. Lots of former Economic Cadre officers still belong to it, and as shown in footnote 59 (p62), they are in charge of approving all development projects in the country, including supervision of public investment, so this ministry is deeply related to this Component.
Ministry of Finance	This ministry is the Agent of the JDS Bangladesh, and is the ministry that has jurisdiction over the National Board of Revenue and the Office of the Comptroller and Auditor General. This ministry is in charge of financial supervision of all development projects in the country, so this ministry is deeply related to this Component.
Ministry of Environment, Forest and Climate Change	In Bangladesh, when a Japanese company constructs a facility such as a factory, this ministry deals with environmental regulations, so this ministry is related to this Component.
Ministry of Industry	This ministry handles regulations and laws related to the production of individual industrial products, such as boilers, and is in charge of licensing of individual products. Therefore, this ministry is related to this Component.
Prime Minister's Office	This is a government organization that deeply concerns Japanese companies, with three agencies in control: the Bangladesh Investment and Development Agency (BIDA), the Bangladesh Special Economic Zone Authority (BEZA, both import and export), and the Bangladesh Export Processing District Office (BEPZA, export only). Therefore, this division is an organization deeply related to this Component. In addition, several administration Cadre officers who are JDS returned fellows are also currently working.
Bangladesh Bank	This organization is also closely related to this Component for in charge of foreign exchange regulation and remittance.
National Board of Revenue	This is an organization belonging to the Ministry of Finance, which is equivalent to the National Tax Agency of Japan, and is involved in all tax affairs in Bangladesh. However, as mentioned above, the lack of tax expertise of Taxation or Customs/Excise Cadre officers has become an issue, and various problems have arisen with Japanese companies due to additional taxation. Therefore, NBR is deeply related to this Component.

As mentioned earlier, in the next phase, Component 1-4 will be increased from 6 to 10 in slot. In order to maximize the effect of this increase, it is important to gather applications as widely as possible, such as individually encouraging all supposed target organizations in the above table.

By the way, we would like to propose the "Ministry of Commerce", not listed in the table above, as a target organization. From hearings with the ministry, the Survey Team confirmed that it has deep ties not only within Bangladesh but also overseas, especially with Japan, the largest trading partner. The ministry has departments such as licenses for import / export and trade, and licenses

for establishing companies, and the belonging ministry of Trade Cadre officers. At the Ministry of Commerce, there is a high need for economic or development fields, especially in export themes in the master's program. In addition, since negotiations with various domestic and overseas institutions are indispensable, it is also desired to improve communication skills in a global circumstance where fellows can study with many overseas students. Furthermore, the need for doctoral programs has been also confirmed, due to a high level of specialization in relations with international organizations such as the WTO, foreign governments regarding FTAs, and relationships with overseas companies.

As in the “Japan-Bangladesh Public-Private Joint Economic Dialogue” (p28) mentioned in Chapter 1, the existence of Japanese companies is important in the relationship between the two countries, it can be said that diplomatic relationship is supported by the economic relationship. More than 300 Japanese companies are running in Bangladesh, also launched the Bangladesh Technical Intern Training program in 2019. Under such circumstances, in terms of the diplomatic effect of JDS, we would like to actively encourage the Ministry of Commerce to apply JDS, which will result in continuing to secure of excellent candidates from the ministries/divisions.

2) Gender balance

As shown in Table 4 “Outcome of the past Bangladesh JDS in the past (as of May, 2021)” in Chapter 1 (p5), out of 417 JDS students in Master’s Program accepted until 2020, 67 were women, about 16.1%. Among 30 final candidates for the 20th batch (2021-23) who have just been selected, 9 are women, and the percentage of female candidates is high at 30%.

In this Preparatory Survey, as one of the measures to increase the number of female final candidates, we propose to secure a total of 250 applicants (including 50 female applicants) in the recruitment of master's programs in the next phase.

First, the following table shows the percentage of applicants, final candidates and women in each of the three phases after the 9th batch (2010-12), transitioned to the new method.

Table 39 Proportion of Female Applicants (A) and Final Candidates (FC) in the past

Batch	Year of Arrival	(A)	Gender		(FC)	Gender		Declined (Female)
			Male	Female (%)		Male	Male	
9th	2010	244	218	26 (10.7%)	15	13	2 (13.3%)	1 (0)
10th	2011	245	218	27 (11.0%)	15	12	3 (20.0%)	1 (0)
11th	2012	195	165	30 (15.4%)	15	12	3 (20.0%)	2 (1)
12th	2013	198	179	19 (9.6%)	15	14	1 (6.7%)	1 (0)
13th	2014	116	105	11 (9.5%)	15	14	1 (6.7%)	0
14th	2015	135	126	9 (6.7%)	25	24	1 (4.0%)	1 (0)
15th	2016	188	158	30 (16.0%)	30	27	3 (10.0%)	0
16th	2017	236	197	39 (16.5%)	30	21	9 (30.0%)	7 (1)
17th	2018	200	172	28 (14.0%)	30	29	1 (3.3%)	5 (2)
18th	2019	135	115	20 (14.8%)	30	25	5 (16.7%)	6 (2)
19th	2020	172	141	31 (18.0%)	29	23	6 (20.6%)	4 (1)
20th	2021	250	197	53 (21.2%)	30	21	9 (30.0%)	1 (1)
Average		192.8	165.9	26.9 (14.0%)				

From the above table, in the application status of the past three phases where the application qualifications were limited to BCS Cadre officers (or BJS officers), there were an average of less than 200 applicants, although it varies depending on the year. You can see 27 female applicants in average, accounting for 14%.

In particular, the percentage of female applicants in the 20th semester (2021-23) is higher than before, with more than 20% and more than 50 applicants. Although the reason for the increase in the number of female is not clear, it can be regarded as one of the reasons that the mainstream of online makes it easier for women to participate in recruitment briefings, seminars etc., and it is possible to gather a wide range of potential candidates. For example, at twice online general seminars for application held in the summer 2020, 90 and 59 people gathered at those seminars respectively. Among them, women accounted for about 30-40%. This is completely different from the scale in the year before last, when an average of 20 to 30 people (including a few women) held online recruitment only in rural areas.

Based on the trend toward online in the future, it will be possible to create a situation that more women are encouraged to participate in the recruitment seminars, which led to an increase in the number of applicants, exceed 50 women (20% of 250). Then, it is important to connect women to 30% of the final candidates. If the total number of applicants is large, not only will it be easier to achieve these numerical targets, but the high competition rate will lead to the continuing to secure of excellent candidates from the ministries/divisions. Incidentally, there is no particular correlation between the number of final candidates and the number of applicants.

It is also necessary to have creative and innovative ideas in the recruitment and selection process.

In this Preparatory Survey, through interviews with the Secretary General of the BCS Woman Network, the Survey Team confirmed their willingness to cooperate in the next JDS recruitment. The BCS Woman Network is an organization established in 2010, and all female civil servants are eligible for membership, including BCS Cadre officers. Currently, of the approximately 9,000 members, active members are holding seminars on socio-economic themes and conducting related public relations. On the other hand, it has been confirmed that there are issues with external activities without any particular cooperation with other organizations in Japan and overseas. Therefore, for example, it is a good idea to have the network cooperate in JDS recruitment activities. This will be an impactful external activity for the network, and it will be widely known to JDS, and there is a possibility that the number of female applicants will increase. In any case, the BCS Woman Network is considered to be very important for solving the gender balance issue of JDS.

It was also confirmed that Ms. AKHTER Neelima, Additional Secretary of the Ministry of Road, Transport and Bridge, listed in Table 5 “JDS fellows who have been promoted to Joint Secretary level or higher (as of May 2021)” in Chapter 1 (p6), was also willing to cooperate. Therefore, efforts will be made to increase the number of female applicants in the next phase. In addition to general seminars for recruitment women, it is important to make the most of the network between female civil servants. In the selection process, measures will be considered to ensure the gender balance among final candidates while seeking advice from the Operating Committee members, a woman will be passed when a final candidate with a tie in the selection process.

As referred to the recruitment in the 20th Batch (2021-23), if the percentage of female among the final candidates is maintained at 30% (9 people) in each batch in the next phase, the percentage of female since the start of the program would be as follows;

Table 40 Change of Proportion of female in each Final Candidates

Current Phase	1 st ~19 th Batch	1 st ~20 th Batch
Male	350	371 (=350+21)
Female	67	76 (=67+9)
Total	417	447 (=417+30)
Proportion of Female	16.1%	17.0%



Current Phase	1 st ~21 st Batch	1 st ~22 nd Batch	1 st ~23 rd Batch	1 st ~24 th Batch
Male	392 (=371+21)	413 (=392+21)	434 (=413+21)	455 (=434+21)
Female	85 (=76+9)	94 (=85+9)	103 (=94+9)	112 (=103+9)
Total	477	507	537	567
Proportion of Female	17.8%	18.5%	19.2 %	19.8%

From the above table, assuming that the percentage of female final candidates is maintained at 30% (9 people) each year in the next phase, the total percentage of women from Japan is only 19.8% from the start year to the end of the next phase, the 24th term (2025-27). It can be said that this figure is still low compared to the ratio of men and women in other JDS target countries. This is because there is a specific background in which “Bangladeshi women have many domestic roles and must be engaged in family issues,” which is peculiar to Muslim society, and the reason deeply rooted in the society.

However, as seen in Chapter 1, Australian Awards Scholarship takes gender measures for final candidates in the ratio of men to women is 1:1. Also the importance of increasing the number of women at every opportunity is fully recognized by the Bangladeshi government, where achieving the goals of the SDGs is one of the important issues of the government, although the special quota system has been abolished in the recruitment of civil servants. Therefore, I would like to work with the JDS Steering Committee to secure a sufficient number of female applicants.

3) Proper assignment of JDS returned fellows

In regard to career paths of Bangladeshi civil servants, interviews with ministries and divisions in this Preparatory Survey revealed that civil servants were allocated without special consideration of master’s degrees specialty. The reason for this is that most BCS Cadre officials already have some sort of master’s degree, and there are not enough positions to demonstrate the master’s degree specialties. Another reason for the lack of appropriate assignment is that JDS returned fellows who belong to the Administration Cadre are transferred across ministries, divisions, and local governments.

However, as shown in the questionnaire results in “3-5. Evaluation of the Past JDS Project” above (pp.60-62), some returned fellows serve as contacts and coordinators for JICA projects. Therefore, keeping in mind to increase the number of properly assigned returned fellows, it would be effective to continue encouraging the Operating Committee members with an eye to increasing the number of JDS returned fellows who are properly assigned. On the other hand, I would like to encourage international students to change their consciousness so that they will engage in research on themes that can be widely used by any ministry or agency after returning from Japan. In setting such a versatile theme, it may be difficult for the characteristics of each component to use, and the research capabilities of the host university may not be fully utilized. It is necessary to proceed while assessing the balance between advantages and disadvantages and the intentions of JDS fellows themselves.

In addition to waiting for the Bangladesh government, it is also important to hold seminars and lectures by the JDS Alumni Association and publicize the press release in a big way. Thus, the Japanese side would like to make the Bangladesh government aware of the expertise and research content of JDS returned fellows and to arrange a surrounding environment for proper assignment.

(3) Cooperation with other ODA projects

1) Bangladesh Institute of Governance and Management (BIGM) Support Project

As long as JDS is carried out as an ODA project, it is important to cooperate more closely with other ODA projects, not as the scholarship program for individuals, but from the perspective of “input for development” which relates to the contributions to priority areas in the Country Development Cooperation Policy for Bangladesh as with other projects.

In Bangladesh, the cooperation is provided as grant aid to the Bangladesh Institute of Governance and Management (BIGM), a higher education and research institution under jurisdiction of the Ministry of Public Administration, in line with the BIGM vision, under the name of “The Project for Improvement of Government and Management Research and Training Facilities”. This Project includes construction of a new school building by around 2023, formulation of a BIGM mid-term plan, establishment of a policy research network, and deepening of the cooperation with foreign countries. As described in Chapter 1, through the JICA long-term training scheme as part of human resource development, a one-year study program at GRIPS is also available.

As with JDS, there is a possibility to have close cooperation with BIGM for human resource development of civil servants. In addition to holding promotional seminars and explanatory sessions of JDS, we would like to seek their cooperation in providing the venue of pre-arrival orientation and homecoming reporting sessions for JDS returned fellows. In addition, it may be possible that JICA experts serve as TA, present opinions on the research plan proposed by JDS applicants, and visit as an observer. Moreover, there is a plan to establish a JICA Alumni Association Bangladesh (JAAB) office in the BIGM building, and we would like to seek their cooperation in providing a follow-up base for JDS returned fellows.

2) Bangladesh-Japan ICT Engineers’ Training Program (B-JET)

According to the JDS basic research in FY2019, the “Future issues and proposals” include the “enhancement of opportunities of Japanese language training,” and it is reported that the longer JDS students learned Japanese language, the more likely they maintain their ties with Japan after returning to their home country. This is consistent with the implementation of JDS conscious about diplomatic effects specified in the recommendation. It is also pointed out that it is effective for quickly adapting to the life in Japan and interacting with Japanese students.

In Bangladesh, an IT human resource development program with a focus on learning of Japanese language is currently offered to young people in the country, with the aim of obtaining a job in Japan. It also aims that the trainees will serve as a bridge between Bangladesh and Japan in the future.

In the Preparatory Survey, we collected information to establish a Japanese language quota (master’s degree). B-JET is a valuable Japanese education institution in the country, and we would like to seek a possibility of cooperation in the pre-arrival Japanese language training of JDS

students as a preliminary step. In particular, B-JET “puts importance on not only the improvement of Japanese language proficiency but also learning of ‘team building’ skills looking ahead after employment,” which seems to considerably overlap with the development of future leaders by JDS. In the future, we would like to explore the possibility of collaboration with experts and related parties.

In addition to the two projects mentioned above, as shown in the following table, it is also a good idea to organize projects and experts in fields related to JDS, and share them among parties involved in the JDS project.

Table 41 Examination of other JICA Projects for Cooperation

Component	University that can be taught	Name of Projects	Expected Research Theme
1-1 Enhancement of Capacity for Public Administration both in Central & Field Level	Meiji University Yamaguchi University Kobe University	-National Integrity Strategy Support Project Phase-2 -Inclusive City Governance Project -Upazila Governance and Development Project	-Reform of Administration and Finance
1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	University of Tsukuba Hiroshima University	-Dhaka Mass Rapid Transit Development Project -Northern Bangladesh Integrated Development Project	-Disaster Management -Urban Traffic Development -Regional Development
1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management	International University of Japan Hiroshima University Rikkyo University Kobe University	-Strengthening Public Investment Management System Project Phase-2 -Project for Promoting Investment and Enhancing Industrial Competitiveness -Foreign Direct Investment Promotion Project	-Promoting Investment -Public Investment Management

(4) Comparative advantages with other donors’ scholarship programs

In Bangladesh, many developed countries, international organizations, and private companies provide scholarships, so JDS needs to differentiate itself from other donors’ scholarships to gain comparative advantages. In particular, as mentioned in Chapter 1, JDS and the Australian Awards Scholarship (AAS) are the two major overseas study programs among Bangladeshi civil servants. So the comparative advantages were summarized based on JICE materials and interviews with people involved in these scholarship programs.

[JDS advantages]

- a. Degree acquisition rate (Whole JDS: 98.7%, AAS: 95%)
- b. Acquired degree (JDS: Master’s degree and Ph.D., AAS: Master’s degree and diploma)
- c. Eligible applicants (JDS: Limited to administrative officials, AAS: Administrative officials, NGO employees, private sector employees, etc.)
- d. Acceptance quota (JDS: Fixed, AAS: Variable)
 - >> The multi-year fixed slot (to maintain the scale of cooperation) makes it possible to build

continuous relationships with target countries.

e. Program operation method (JDS: Fixed phase, AAS: No phase system)

>> In this system, JDS students dispatched in a previous phase have already studied at the overseas study destination, which prevents new JDS students from being isolated at the destination. They are also able to share the same experience and level of knowledge after returning to their home country.

f. Implementing agent (JDS: In target countries and Japan, AAS: Only in target countries)

>> In AAS, the implementing agent is only in charge of recruiting and selecting candidates, and conducting follow-ups. In Australia, implementation is basically left to the host university and its role is divided.

g. Special budget (JDS: Special program budget, AAS: Only provision of flight tickets for field work)

>> From the viewpoint of improving students' abilities, it is worthwhile to have a budget that is not limited to field work but that can be used flexibly.

h. Expenses for medical examination and English test (JDS: To be borne by implementers, AAS: To be borne by individual students)

i. Application for visa and university entrance procedures (JDS: Implementing agent, AAS: Students themselves)

[AAS advantages]

a. English language training (JDS: About 1 month in some countries, AAS: Free training before and after arriving at the destination)

b. Recruitment and selection (JDS: Paper-based, AAS: Online-based)

c. Age limit for applicants (JDS: With limit, AAS: No limit)

d. Special quota (JDS: None, AAS: Available for women, persons with disabilities, and ethnic minorities)

e. Academics (JDS: Completed or not, AAS: Allowed to switch from master's degree to diploma if academic performance is poor)

f. Follow-ups (JDS: Dealt with individually or independently, AAS: Comprehensive alumni engagement strategy)

g. Accompaniment by family members (JDS: Allowed after 3 months, AAS: Allowed from the beginning depending on the circumstances)

h. Part-time job (JDS: Not allowed, AAS: Allowed to the extent allowed by the visa regulations)

i. Driving (JDS: Not allowed, AAS: Allowed at students' own risk)

As mentioned above, JDS has comparative advantages in the following areas: degree acquisition rate, designation of eligible applicants (administrative officials), multi-year continuation of the fixed acceptance slot, existence of implementing agencies to widely support candidates and JDS students in and outside Japan, and special budgets. Meanwhile, with the aim of strengthening the international competitiveness of JDS to compete for international students among donors, it is important to quickly deal with points with less comparative advantage where possible and aim for more attractive

scholarship programs.

(5) Formation of critical mass

In this Preparatory Survey, in order for JDS to produce outcomes, the possibility of its realization in Bangladesh was examined as follows based on the definition of critical mass of JICE that was recommended in the past JDS preliminary surveys in other countries.

1) Definition of critical mass for JDS

In the JDS Preparatory Survey conducted by JICE in June 2020 in the four countries of Myanmar, Laos, Tajikistan, and Uzbekistan, the attempt was made to define the “formation of critical mass for JDS.” The purpose was to further quantify how many JDS returned fellows should be enrolled in each organization to have influence on the decision making of the organization. Although there is still room for discussion, a tentative target has been set: “Ideally, friendly towards Japan or pro-Japanese JDS returned fellows should account for 30% of the organization’s executive posts (at least 20%)”.

Also in Bangladesh, the above analysis method was applied to the formation of critical mass in each organization to which students belong. As a result, it is difficult to measure critical mass in each organization because there is a unique personnel system of civil servants in this country, in which civil servants, particularly Administrative Cadre officials, are transferred across agencies and divisions as described in “1-1-3. Current Situation and Issues of the Bangladesh JDS project”. (pp.4-8)

2) Possibility of achieving critical mass in Bangladesh

As the critical mass in Bangladesh, the critical mass of the Bangladesh Bank can be listed. It does not apply to the above definition of “30% of the executive posts of the bank are occupied by JDS returned fellows”, but it is an example for the point that it has a certain large number of JDS returned fellows. In 2019, the bank established the Japan Scholars’ Forum, Bangladesh Bank (JSFBB), an alumni association of students who have studied in Japan. While 70% of its members are JDS returned fellows, Japanese government-sponsored exchange students and former ADB, IMF (JISPA) or other students are also included. In JSFBB, where employees are basically not transferred to other ministries and divisions, employees are actively working internally and holding their own study sessions in the bank to share knowledge.

Meanwhile, BCS Cadre officers, especially Administration Cadre officers, are regularly transferred, and they do not belong to a single institution for a long period of time. Therefore, it would be unreasonable to apply the above concept of critical mass as a project outcome. One of the advantages of forming critical mass is that groups of JDS returned fellows friendly towards Japan or pro-Japanese JDS returned fellows have a certain say on policy decisions of the country. This makes possible to take a more effective approach to each development issue. Therefore, with a focus on networking among JDS returned fellows who contribute to solving development issues

in the same field, the formation of a strong network among civil servants who are addressing the same issues can be considered to be a cluster similar to critical mass.

Specifically, it relates to the follow-up in the following section, but there are 129 JDS returned fellows in the Administration Cadre among all JDS returned fellows from the 1st batch (2002-04) to the 17th batch (2018-20). Therefore, it is a good idea to invite as many Administration Cadre officers as possible through the Internet or other means, create a specific networking scheme, hold a place for exchanging opinions on their development issues or thematic competitions, and publish contribution papers, on the initiative of JICE. Strictly speaking, these activities are not directly related to critical mass based on the numerical grounds, but it can be expected that these activities will lead a new concept of critical mass in line with the circumstances unique to Bangladesh.

(6) Initiatives for JDS Fellows During Stay in Japan

(a) Necessity of Programs for Added Value

There are lots of voices that JDS fellows and returned fellows want more practical training such as internships at government offices or companies during their two-year stay in Japan. Efforts for programs added value should be promoted further, from the perspective of improving ability of fellows, building relationships that form the basis of good bilateral relations, and differentiating JDS from other scholarships.

There are some universities which offer short-term internships in the company. It is necessary to consider a mechanism that can be implemented without any complicated procedures by the universities as a JDS overall policy, including publicizing these good practices to other universities and utilizing special program expenses.

(b) Importance of Japanese Language

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Bangladesh in the future. Even though they stay in Japan for two years, it is limited in opportunity to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, but if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is possible to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

In the JDS Basic Research in FY2019, in addition to the gradual reduction of scholarship amounts in FY2009, it was also pointed out that the withdrawal of pre-arrival Japanese training from FY2010 was a complex factor that reduced the satisfaction level of JDS fellows. Furthermore, as a certain level of Japanese conversation skill is a common feature among returned fellows who maintain their connection with Japan after returning to their home country, the effectiveness of acquiring the Japanese language has been confirmed to contribute to strengthening bilateral relations.

Unlike English, Japanese is a language that is widespread only in Japan. It means that JDS fellows who have a good command of Japanese language will be more important human resources with great expectations for the contribution to strengthening relationships between Bangladesh and Japan.

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

1) Prospects in follow up activities in Bangladesh

Since holding the photograph competition in 2016, plans for creating a directory and holding events such as social gatherings have been in place, but JDSAA did not manage to realize these plans, and alumni activities are stalled at present. Possible reasons for this include that executive members of JDSAA are busy with their works, and lack of leadership. Around the end of FY2019, JDSAA planned a social dinner for JDS returned fellows, but because of COVID-19 disease, the dinner gathering in group was cancelled. As an Agent, it is important to support the executive members for taking initiatives in planning and implementing alumni activities during COVID-19 disease.

Moreover, it is also important to think of activities that exploit a potential strongly connected network among JDS returned fellows by placing as a key person with a great leadership and a responsibility like Mr. Arif Mohammad Hasan (the 2nd batch, 2003-05), who worked as Commercial Counselor at the Embassy of Bangladesh in Japan until last year. Also, if a Win-Win relation can be established through activities such as study groups by components or others which are directly useful for participants, conducting activities which will be more deeply committed to the “current” of JDS returned fellows, further development can be expected for the entire follow-up activities, which would be beneficial not only for Japanese but also for the returned fellows who participate in the activities.

JICE also thinks as an Implementing Agent that it is worthwhile to consider the concept of expanding the current network of returned fellows to South Asia and the ASEAN area, instead of keeping it limited to within Bangladesh only. Now that the challenges which should be solved on the global scale are rapidly increasing, such as spread of COVID-19 infectious disease, environmental problems, etc., JICE would like to consider building the JDS returned fellows network from the “regional” perspective as well.

In an interview with the Embassy of Japan in Bangladesh, there were opinions that it is important for JDS returned fellows to seek cooperation with former Bangladeshi students to Japan on other schemes, and “create listeners” who receive the information provided. As a certain effect can be expected only by creating a place to continuously share the experiences in Japan and a sense of “being connected to Japan”, the creation of a place to share through online is worth considering. Such enhancement of follow-up activities for JDS returned fellows can become one of the comparative advantages, so it is beneficial to implement these activities for JDS returned fellows more actively.

2) Follow-up for unsuccessful JDS applicants

As mentioned in “2) Gender Balance” (pp.67-70) in this Chapter “(2) Issues of the JDS in Bangladesh,” there were 250 applicants in total for the 20th batch (2021-23), but only 30 among them were selected as final candidates. The other 220 applicants were unsuccessful (or became substitute candidates). This year’s number of applicants was particularly notable, but it is true that a significant number of applicants unsuccessfully failed to pass the JDS examination and selection every year.

From the perspective of fostering human resources with a strong affinity for Japan, it is beneficial to continuously establish relationships with unsuccessful applicants, particularly those who were just one step away from being selected and had a “fifty-fifty” chance to become a final candidate, as well as to consider making them “the receiver under JDS”. These applicants once wanted to study in Japan, discussed with their families, and imagined their life in Japan. To maintain these applicants’ interest in Japan will encourage them to apply for JDS again with redoubled efforts in the next year, and it is believed that the generous support of JDS will be helpful. For example, it is sufficient just to send “directly to himself/herself” various information on events related to Japan and Japanese language classes, and distribute JDS News Letter to individuals.

In addition, it is one of the effective concrete measures to have the unsuccessful applicants continuously learn Japanese and to have them come into contact with Japanese over a long period of time. This is related not only to encouraging applicants to apply in the next year onward, but also to designing a system for a Japanese-language framework (Appendix 9), and from the perspective of expanding the population of those who learn Japanese. It will lead to developmental efforts toward the framework in the future.

It also relates to the deepening of their loyalty to Japan and affinity with Japan, which will be described later, and is considered to have diplomatic significance. It is also effective from the viewpoint of securing superiority over other donors. By taking the negative opportunity of “failure” in the opposite way of thinking and sending information regularly afterwards instead of “leaving” unsuccessful applicants, it is expected that such efforts will increase the number of past unsuccessful applicants who want to apply again. When those applicants are selected, there is a

possibility that JDS will be accepted more favorably and they will maintain a good relationship as a JDS and Japan “supporter” for a long time after studying in Japan.

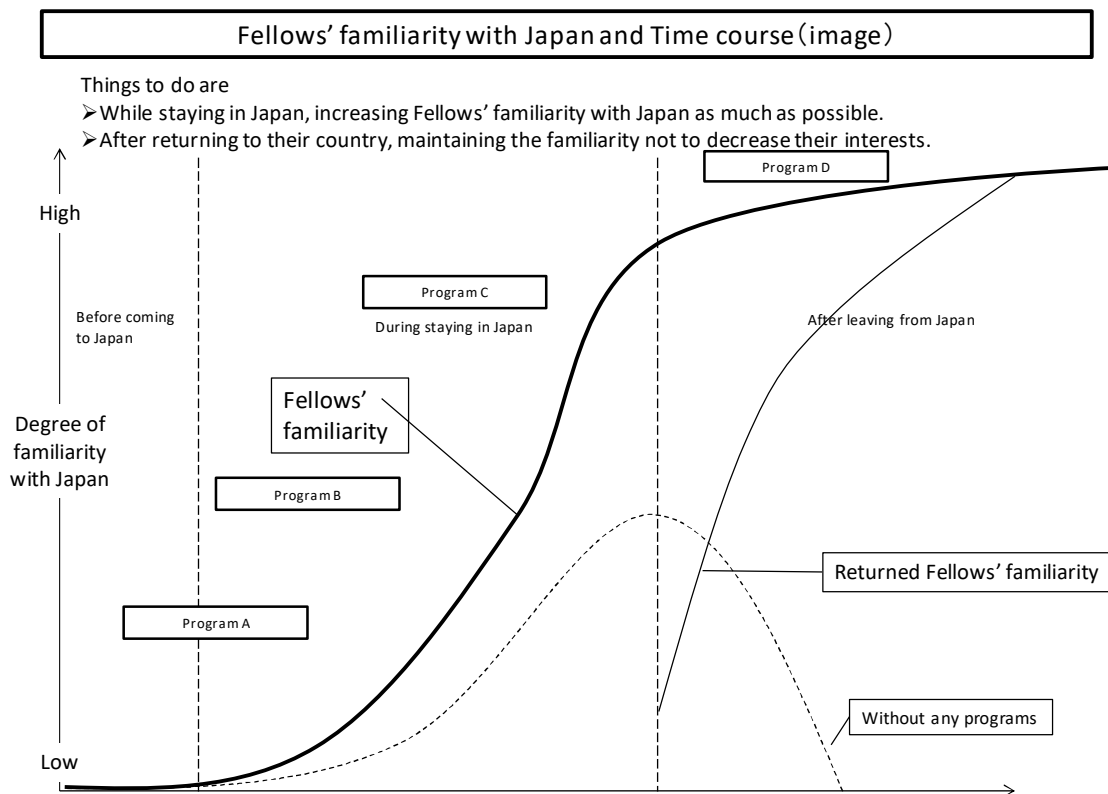


Figure 9 Fellows' familiarity toward Japan and Time Course (Image)

3) Networking with Japanese civil officers

From the viewpoint of improving the familiarity with Japan, the measures to be provided to the JDS fellows during their stay in Japan generally include the holding of lessons for understanding the Japanese culture and seminars for informing about development experience in Japan. However, it is desirable to implement measures utilizing the greatest characteristics of the JDS project, which mean that the JDS fellows are civil officers involved in policy making of each country. For the JDS fellows who are expected to serve as a bridge between Japan and Bangladesh 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 civil 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. Based on this network, even after returning from Japan, it can be desired for further utilization as all-Japan, such as the Embassy of Japan, JICA Bangladesh Office, JETRO, etc.

4) Roles to be performed by the implementing Agent

(a) Role as a mediator

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

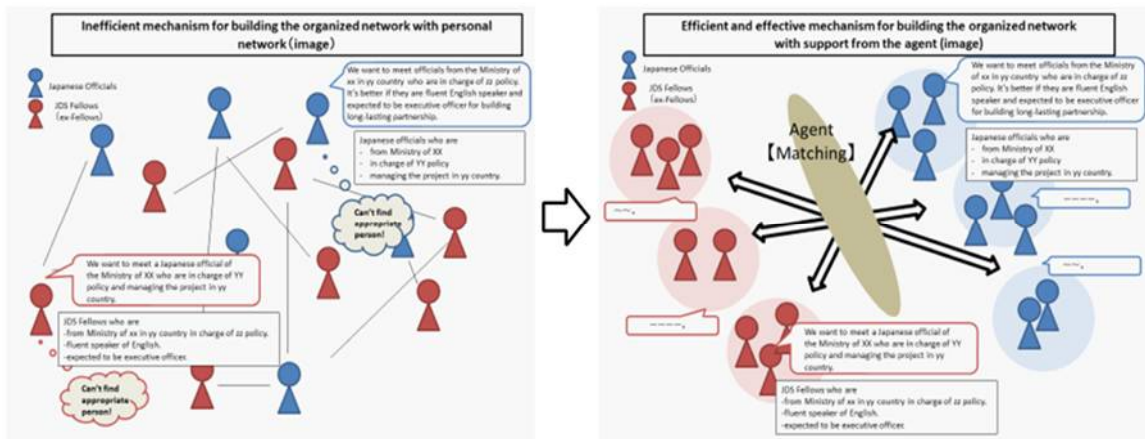


Figure 10 Roles as a Mediator by the Implementing Agent

(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

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 Bangladesh to build a win-win relationship.

(8) Impact of COVID-19

Due to the new coronavirus infection occurred in 2020, the Preparatory Survey was not conducted as planned as two field surveys, scheduled in December, 2020 and January, 2021 were not realized and conducted the surveys through online. In addition, for JDS fellows who are currently studying in Japan, their research and life have been affected since February 2020. On the other hand, it has also affected the procedures for JDS fellows to come to Japan in the summer of FY2020. It is not possible to predict whether the situation regarding the COVID-19 will affect the number of applicants and fellows in 2021, but information such as changes in the number of applicants in 2020 and the reaction about study abroad within the government. It is necessary to continue to pay attention to this matter.

3-7 Conclusion

With the aim of formulating the acceptance plan for the next fourth term of the Bangladesh human resource development scholarship program, this Preparatory Survey analyzed the strengths of the JDS program through gender balance, which is a long-standing issue, and comparison with other donors, and also examined smooth implementation of the project under the continuing influence of the COVID-19 pandemic. With an eye on the purpose and characteristics of JDS and the political and social circumstances of Bangladesh, the Bangladeshi national development plan and

priority development issues were sorted out, and agreement was reached on the framework of the JDS program. It is necessary to make the best use of the framework, which will be implemented over the next four years, and attract human resources who can be greatly expected to contribute to strengthening the relationship between the two countries in the future.

In addition, this Preparatory Survey particularly examined the characteristics of the civil service system in Bangladesh, and collected and analyzed information to design the system so that the JDS program can achieve its goals and be utilized for human resource development of the Bangladeshi government. Overall, the on-site meetings went very smoothly. This is a result of the relationship of trust built between the Bangladeshi government and the Japan side through the cooperation to date, and in addition, the smooth and continuous relationship established and maintained between implementing agencies and the Bangladesh side is one of the background factors.

Located in the Bay of Bengal, Bangladesh is a key country in the Indo-Pacific region and an important part of our country's "Free and Open Indo-Pacific (FOIP)" strategy. In addition, Bangladesh has a long and friendly relationship with Japan, welcoming Japanese education and the Japanese people. Next year marks the 50th anniversary of the establishment of diplomatic relationship between the two countries, and as the relationship between the two countries enters a new stage, JDS needs to develop strategies that are more conscious of its national interest and aim for diplomatic effects.

With regard to the future operating system, it is necessary to continue considering the program operation assuming the current safety measures in Bangladesh as described above. However, a long-term human resource development program like JDS can continue stably even if there are some changes in the situation, and the longer the program runs, the more certain that results will be obtained. In the situation where long-term stay of Japanese people is difficult and there are certain constraints including donors from other countries, these projects are considered effective in demonstrating Japan's presence. Therefore, sincere and steady implementation is desired.

(END)

List of Appendixes

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons
4. Minutes of Discussions (M/D)
5. The Second Minutes of Discussions (M/D)
6. The Number of JDS Fellows to be Accepted for the Next Four Years under the JDS Project in Bangladesh
7. Basic Plans for the Target Priority Areas
8. Summary of the Result of Supplementary Survey on Target Organizations
9. Designing a System for a Japanese-language Framework (Bangladesh)

Member List of the Survey Team

Ms. KAWAZOE, Yasuhiro	Leader	Senior Representative JICA Bangladesh Office, JICA
< Consultants >		
Mr. ISHIRO, Jun	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Mr. KANAMORI, Tokuya	Overseas Study Planning	International Student Programs Division, International Student Programs Department I, JICE
Ms. MASAKI, Megumi	Needs Study/ Coordination	Country Officer JDS Project Office in Bangladesh International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey

	Field Survey	in Japan	Accepting Universities
2020 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) • Formulation of the list of target areas and development issues (Sub-Program/ Component) • Explanation of the outline of JDS Project to the government of the recipient countries		
Aug.	Oct. [Survey on the needs and achievements of JDS Project by the consultant]	Aug. • Implementation of the request survey of accepting universities (JICA)	
Sept.	• Information collection of civil servant system • Information collection of Gender policy in human resource development system for government officers	Sept. to Oct. [University review / survey] • Evaluation of Proposals • Review of proposals from universities • Survey on prospective accepting universities	Aug. to Sep. • Formulation and submission of proposals for JDS Project
Oct.	• Information collection for designing the Japanese language frame system		
Nov.	Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) • Agreement on the new project framework and implementation structure	Oct. • Conclusion of a contract with the consultant • Preparation for field survey	
Dec.	• Agreement on JDS target issues (Sub-Program, Component) • Selection and agreement on Target Organizations and target demographic • Selection and agreement on accepting universities and the number of fellows	Nov. to Dec. • Preparation of draft basic plan for priority fields	
2021 Jan.		Jan. • Preparation for the draft report on the preparatory survey	Evaluation and review of proposals from universities by the Government of Cambodia, JICA and other
Feb.	Jan. to Feb.2021 [Agreement on the project framework 2/2] (OC/JICA Survey Team) • Confirmation of selection procedures • Confirmation of draft basic plans • Confirmation of follow-up activities	Jan.2021 • Preparation for the outline design of the budget Feb. • Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.		Mar. • Notification of the result of the selection to accepting universities (JICA)	Mar. • Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.		Jun. • Finalization of the report on the preparatory survey	
May	Flow after Preparatory Survey		
Jun.	May - • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient countries and an agent	May. • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
2021 Jul. to 2022 Feb.	Aug.- Recruitment Nov.- • 1st screening by application document • Health examination Dec. to Feb.2022 • 2nd screening by Technical Interview with university faculty		Participate in Selection Nov.- 2021 • Screening by application document Dec. to Feb. 2022 • Technical Interview in Cambodia
Mar. to Jul.	-Mar. • 3rd screening by Comprehensive Interview with OC members		Apr.- • Preparation for Enrollment
Aug.		Aug. • Student Arrival • Briefing and Orientation	
Sep.	Jul. • Pre-departure orientation		Sept.- • Enrollment

List of Contact Persons

Date and Time	Organization	Contact Person	Remark
7 th December 2020	Bangladesh Bank	<ul style="list-style-type: none"> ● Mr. Md. Mahbulul Haque, General Manager, Human Resources Department-2 ● Ms. Kaniz Fatema, Deputy General Manager, Human Resources Department-2 ● Ms. Kamrun Nahar, Deputy Director, TD Wing, Human Resources Department-2 	Interview for Major Ministries in Bangladesh
8 th December 2020	Ministry of Finance	<ul style="list-style-type: none"> ● Mr. Mrityunjoy Saha, Joint Secretary, Financial Institutions Division 	
9 th December 2020	Ministry of Foreign Affairs	<ul style="list-style-type: none"> ● Ms. Maushumi Rahman, Director (East Europe & CIS), (on behalf of Ms. Israt Ara, Director (Policy & Organization)) 	
10 th December 2020	National Board of Revenue	<ul style="list-style-type: none"> ● Mr. Md. Hafiz Al Asad, Joint Commissioner of Taxes, Inspecting Range-3 	
10 th December 2020	Ministry of Planning	<ul style="list-style-type: none"> ● Mr. Md. Mosharaf Hossain, Additional Secretary (Admin), Planning Division 	
13 th December 2020	Ministry of Public Administration	<ul style="list-style-type: none"> ● Dr. Mohammed. Ziaul Haque, Joint Secretary (IT & FT Branch) 	
13 th December 2020	Ministry of Home Affairs	<ul style="list-style-type: none"> ● Dr. Torun Kanti Shikder, Additional Secretary (Admin), Security Services Division 	
28 st December 2020	Ministry of Local Government, Rural Development and Cooperatives	<ul style="list-style-type: none"> ● Mr. Bikash kumar Saha, Joint Secretary (Administration-1), Law and Justice Division 	
5 th January 2021	Ministry of Education	<ul style="list-style-type: none"> ● Mr. Md. Ibrahim Bhuiyan, Deputy Secretary, Secondary & Higher Education Division 	
5 th January 2021	Ministry of Housing and Public Works	<ul style="list-style-type: none"> ● Mr. Md. Motaher Hosain, Deputy Secretary (Admin-1) 	
6 th January 2021	Ministry of Local Government, Rural Development and Cooperatives	<ul style="list-style-type: none"> ● Mr. A.K.M Mizanur Rahman, Deputy Secretary, Local Government Division 	
10 th January 2021	Ministry of Commerce	<ul style="list-style-type: none"> ● Ms. Nusrat Irin, Deputy Secretary (Admin-3) 	

22 nd December 2020	First Minutes of Discussion	<p>【Ministry of Finance】</p> <ul style="list-style-type: none"> ● Md. Shahriar Kader Siddiky, Joint Secretary (Asia, JEC and F&F) ● Mr. Muhammad Ashraf Ali Faruk, Joint Secretary (Japan) <p>【 Embassy if Japan in Bangladesh】</p> <ul style="list-style-type: none"> ● Mr. SHINTO Yasuharu, Counsellor ● Mr. EBIHARA Kenji, Second Secretary <p>【Ministry of Public Administration】</p> <ul style="list-style-type: none"> ● Dr. Mohammed Ziaul Haque, Joint Secretary (IT &FT Branch) <p>【Ministry of Education】</p> <ul style="list-style-type: none"> ● Mr. Md. Ibrahim Bhuiyan, Deputy Secretary, Secondary & Higher Education Division <p>【JICABangladesh Office】</p> <ul style="list-style-type: none"> ● Mr.KAWAZOE Yaasuhiro, Senior Representative ● Ms.NUNOTANI Machiko 	Minutes Meeting for
7 th March 2021	Second Minutes of Discussion	<p>【Ministry of Finance】</p> <ul style="list-style-type: none"> ● Md. Shahriar Kader Siddiky, Joint Secretary (Asia, JEC and F&F) ● Mr. Muhammad Ashraf Ali Faruk, Joint Secretary (Japan) <p>【Embassy of Japan in Bangladesh】</p> <ul style="list-style-type: none"> ● Mr. SHINTO Yasuharu, Counsellor ● Mr. EBIHARA Kenji, Second Secretary <p>【Ministry of Public Administration】</p> <ul style="list-style-type: none"> ● Dr. Mohammed Ziaul Haque, Joint Secretary (IT &FT Branch) <p>【Ministry of Education】</p> <ul style="list-style-type: none"> ● Mr. Md. Ibrahim Bhuiyan, Deputy Secretary, Secondary & Higher Education Division <p>【JICABangladesh Office】</p> <ul style="list-style-type: none"> ● Mr.KAWAZOE Yaasuhiro, Senior Representative ● Ms.NUNOTANI Machiko 	JDS Project 2022-2025
2 nd March 2021	Bangladesh-Japan ICT Engineers' Training Program(B-JET)	<ul style="list-style-type: none"> ● Mr.UZAWA Takeo, Japanese Language Specialist 	Interview for related
4 th March 2021	Bangladesh Institute of	<ul style="list-style-type: none"> ● Mr. TSUMAGARI Maki, Advisor for Public 	organization

	Governance and. Management (BIGM)	Administration <ul style="list-style-type: none"> ● Mr. WATANABE Hiroki, Representative ● Ms. NUNOTANI Machiko, Representative 	in Bangladesh
14 th March 2021	JDS Alumni Association (JDSAA)	<ul style="list-style-type: none"> ● Mr. Mohammad Shahriar Siddiqui, President ● Mr. Sharif Md. Forhad Hossain, General Secretary 	
16 th March 2021	JDS Return Fellow	<ul style="list-style-type: none"> ● Ms. Neelima Akhter, Additional Secretary, Ministry of Road, Transport and Bridge 	
16 th March 2021	Scholarship funding by KOICA/Chinese Government	<ul style="list-style-type: none"> ● Mr. Johirul Islam, Senior Assistant Chief (Asia-4), Economic Relations Division 	
18 th March 2021	Australia Awards Scholarship	<ul style="list-style-type: none"> ● Dr Daniel Edwards, Research Director, Tertiary Education, Australian Council for Educational Research 	
18 th March 2021	Scholarship funding by Bangladeshi Government	<ul style="list-style-type: none"> ● Dr. Subhas Chandra Biswas, Joint Secretary (Development), Ministry of Public Administration 	
21 st March 2021	Embassy of Japan in Bangladesh	<ul style="list-style-type: none"> ● Mr, SHINTO Yasuharu, Counsellor ● Mr. EBIHARA Kenji, Second Secretary ● Mr. WATANABE Mai, Second Secretary ● Ms.NUNOTANI Machiko 	
21 st March 2021	JETRO Dhaka Office	<ul style="list-style-type: none"> ● Mr. ANDO Yuji, Country Representative 	
22 nd March 2021	BCS Women Network	<ul style="list-style-type: none"> ● Ms. Saila Farzana, General Secretary, Bangladesh Civil Service Women Network 	

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

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

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by KAWAZOE Yasuhiro, Senior Representative, Bangladesh Office, JICA to Dhaka from November to December, 2020.

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.

Dhaka, February 28, 2021



KAWAZOE Yasuhiro
Leader
Preparatory Survey Team
Japan International Cooperation Agency



SIDDIKY, Md. Shahriar Kader
Chairperson
Operating Committee of the JDS Project
Economic Relations Division, Ministry of Finance

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

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

2. Implementation Coordination

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

Bangladesh side

- Economic Relations Division, Ministry of Finance(Wing Chief as Chair, Project Director)
- Secondary & Higher Education Division, Ministry of Education
- Socio Economic Infrastructure Division, Ministry of Planning
- Ministry of Public Administration

Japanese side

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

Besides that, the Preparatory Survey team proposed for inclusion of the Operating Committee member from Ministry of Foreign Affairs in terms of building stronger ties between Bangladesh and Japan's diplomatic relationship.

Bangladesh side took note of it as it requires formal approval through revising of the DPP (Development Project Proforma/Proposal).

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 : Administrative capacity improvement

Development Issue as Component

1. Enhancement on Capacity for Public Administrative (of Central and Local) Government
2. Development of Capacity for Judiciary System and Policy
3. Enhancement of Capacity for Urban and regional Development Planning and Policy
4. Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management

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

The total number of JDS Fellows for the first batch in Japanese fiscal year 2021 shall be at thirty (30) for Master's Program and three (3) for PhD 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 the target organizations shall be reviewed according to the result of recruitment / selection, discussed and decided in the Committee.

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

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

- 1) Development Issue as Component : Enhancement on Capacity for Public Administrative(of Central and Local) Government

Accepting University:

- Meiji University, Graduate School of Governance Studies (4 slots)
- Yamaguchi University, Graduate School of Economics (4 slots)
- Kobe University, Graduate School of International Cooperation Studies (2 slots)

- 2) Development Issue as Component : Development of Capacity for Judiciary System and Policy

Accepting University:



- Keio University, Law School (2 slots)
- Kyushu University, Graduate School of Law (2 slots)

The Bangladesh side suggested the decision of Accepting University in this Component with taking account of a comprehensive set of needs of the Ministry of Law, Justice and Parliamentary Affairs through an interview by the Preparatory Survey Team. The Japanese side answered that the needs of the Ministry would be surely collected through the interview.

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

Accepting University:

- University of Tsukuba, Graduate School of Science and Technology (4 slots)
- Hiroshima University, Graduate School of Advanced Science and Engineering/Graduate School of Humanities and Social Sciences (4 slots)

4) Development Issue as Component : Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management

Accepting University:

- Hiroshima University, Graduate School of Humanities and Social Sciences (3 slots)
- International University of Japan, Graduate School of International Relations (3 slots)
- Rikkyo University, Graduate School of Business (2 slots)
- Kobe University, Graduate School of International Cooperation Studies (2 slots)

7. Basic Plan for Each Component

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

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

8. Monitoring and Evaluation

It was agreed that monitoring and evaluation of JDS returning Fellows should be done actively by Government of Bangladesh. 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 Discussed

1. Inclusion of "Class-1" Civil Officials of Legislative and Parliamentary Affairs Division

The Bangladesh side proposed to add "Class-1" Civil Officials who belong to "Legislative and Parliamentary Affairs Division" in the Ministry of Law, Justice and Parliamentary Affairs in the Qualifications of Applicants to the Component "Development of Capacity for Judiciary System

and Policy". The Japanese side will further examine its relevance with JDS program in terms of their expected roles and career path, and will discuss this matter at the next Minutes of Discussions.

2. Increase of the maximum number for Doctoral Program

The Bangladesh side proposed that the maximum number of JDS Fellows for Doctoral Program per year was increased by five (5), adding two (2) more slots, as well as adding the non-JDS Returned Fellows as eligible applicants for Doctoral Program, in accordance with the high needs for Doctoral Program in the Civil Officials in Bangladesh (As stated in the attached letter).

The Japanese side answered that it is not possible for the next phase due to budget allocation of Japanese side, but took note on it for further consideration.

3. Selection of Accepting Universities in Japan

The Bangladesh side expressed its intention to send the Civil Officials in Bangladesh to the "high-level" universities in Japan, and proposed that high-ranked universities in World University Rankings should be included in the Framework of the JDS Project in Bangladesh (As stated in the attached letter.)

The Japanese side took note on that, while complemented that JICA had selected these accepting universities through the evaluation of their proposals, so they are all enough qualified, and even enthusiastic and cooperative, which are the great merit for the future fellows for sure.

4. Other Opinions (Issues raised in the letter)

Besides the matters discussed above, Bangladesh side issued the letter on 28 January 2021, which included the opinions raised from all Operating Committee members and other relevant authorities in Bangladesh government as shown in the Attachment. Preparatory Survey team took note on that, and will further discuss about the opinions at the next Minutes of Discussions.

ANNEX 1: Flowchart of the Preparatory Survey

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

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

ANNEX 4: JDS Basic Plan for the Target Priority Area

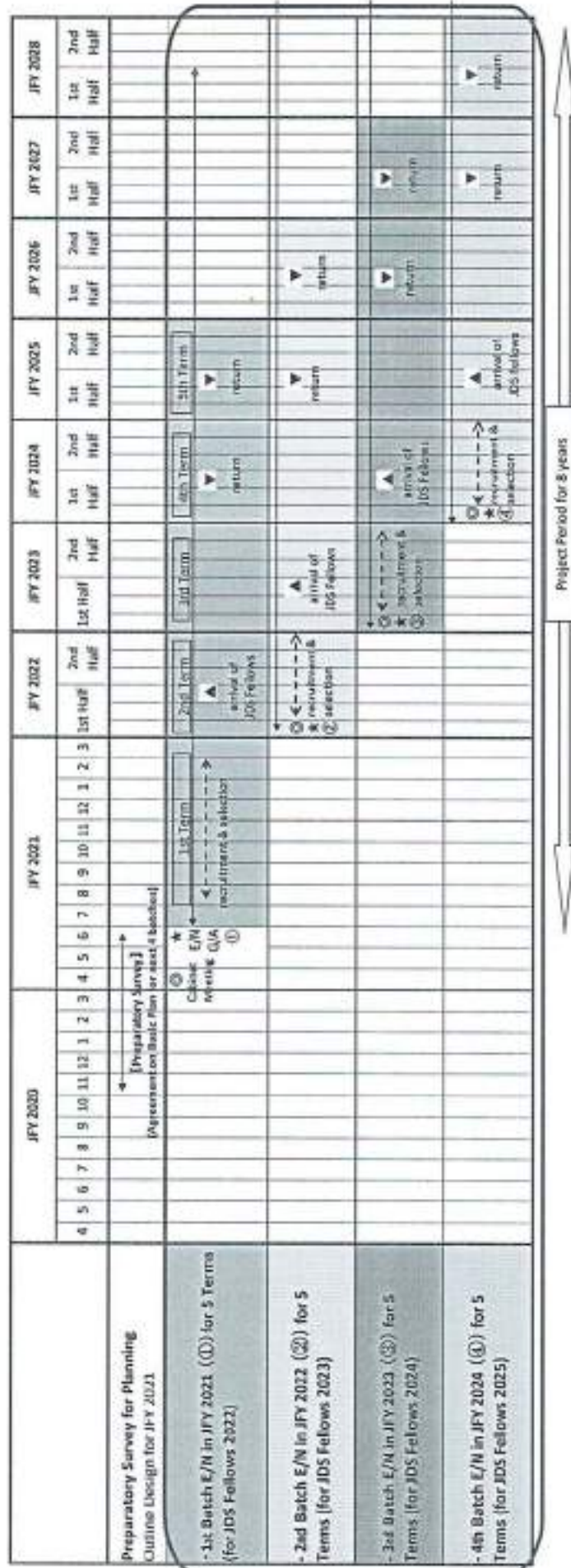
ANNEX 5: Undertakings of the Project

Attachment: Opinion on Draft Minutes of Discussions on the Preparatory Survey regarding next phase of JDS program (dated 28 January, 2021)

Flowchart of the Preparatory Survey

	Field Survey	in Japan	Accepting Universities
2020 Aug.	<i>Mar. to Aug.</i> (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		
Sep.		<i>Sep.</i> • Implementation of the request survey of accepting universities (JICA)	<i>Sep.</i> • Formulation and submission of proposals for JDS Project
Oct.		<i>Oct. to Nov.</i> [University review / survey] • Evaluation of Proposals(JICA) • Review of proposals from universities(JICA) • Survey on prospective accepting	
Nov.	<i>Nov.</i> [Survey on the needs and achievements of JDS Project by the local consultant] • Information collection of civil servant system • Information collection of Gender policy in human resource development system for government officers • Information collection for designing the	<i>Nov.</i> • Conclusion of a contract with the consultant	
Dec.		<i>Dec.</i> [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) • Selection and agreement on Target Organizations and target demographic • Selection and agreement on accepting	
2021 Jan.		<i>Dec. to Jan.</i> • Formulation of the basic plan for the target priority area (arrangement for discussion with accepting	
Feb.	<i>Jan. to Feb. 2021</i> [Agreement on the project framework 2/2] (OC/JICA Survey Team) • Confirmation of selection procedures • Confirmation of draft basic plans	<i>Jan. 2021</i> • Preparation for the outline design of the budget <i>Feb.</i> • Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.		<i>Mar.</i> • Notification of the result of the selection to accepting universities (JICA) <i>Mar.</i> • Preparation for the draft report on the	<i>Mar.</i> • Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr. May		<i>May</i> • Finalization of the report on the preparatory	
Flow after Preparatory Survey			
Jun.	<i>May - Jul</i> • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient	<i>Late May</i> • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
2021 Jul. to 2022 Feb.	<i>Aug.</i> - Recruitment <i>Nov.</i> - • 1st screening by application document • Health examination <i>Dec. to Feb. 2022</i> • 2nd screening by Technical Interview with university faculty		Participate in Selection <i>Nov. 2021</i> • Screening by application document <i>Dec. to Feb. 2022</i> • Technical Interview between Bangladesh and
Mar. to Jul.	<i>Mar.</i> • 3rd screening by Comprehensive Interview <i>Jul.</i>		<i>Apr.</i> -
Aug. Sep.	• Pre-departure orientation	<i>Aug.</i> • Student Arrival	<i>Sept.</i> -

Flowchart of JDS Project for the Succeeding Four Batches



Design of the JDS Project for Four Batches (from JFY 2022-2025)

Sub-Programme / JDS Field/ Area	Component / JDS Development Level	Number of Effort	Feasible Fields of Study	Supporting Target Organizations	University	Size
I. Administrative Capacity Development	I-1 Enhancement of Capacity for Public Administration of Central and Local Government	10	<ul style="list-style-type: none"> Governance / Administration Local Government / Local Autonomy Finance Information Society 	<p>ICS, Co-ops, Officials</p> <ul style="list-style-type: none"> All Ministries, especially Ministry of Public Administration Ministry of Planning Ministry of Finance Ministry of Foreign Affairs Ministry of Local Government, Rural Development and Cooperatives 	<p>Miegi University Graduate School of Governance Studies</p> <p>Yamaguchi University Graduate School of Economics</p> <p>Kobe University Graduate School of International Cooperation Studies</p>	4
	I-3 Enhancement of Capacity for Urban and regional Development Planning and Policy	8	<ul style="list-style-type: none"> Urban Planning / Policy Regional Development Planning / Policy Agriculture, Rural Development Planning / Policy Local Government / Local Autonomy Disaster Risk Reduction Management / Policy 	<p>University of Tsukuba Graduate School of Sciences and Technology</p> <p>Hiroshima University (1) Graduate School of Advanced Science and Engineering (2) Graduate School of Humanities and Social Sciences</p>	4	
						I-4 Enhancement of Capacity for Economic Planning and Policy, and Public Finance & Investment Management
20	2					

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

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 Bangladesh)

--

(3) Japan's ODA Policy and Achievement (including Bangladesh)

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

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal 2) Project purpose

(3) Verifiable Indicators

1) Ratio of JDS participants who obtain Master 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 XX fellows / 4 years
--

(5) Activity (Example)**Graduate School of XXXXX**

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

(6)-1 Inputs from the Japanese Side

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

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

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

(7) Inputs from the Bangladesh Side

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

(8) Qualifications

- 1) Nationality: Be a citizens of Bangladesh
- 2) Age: Below Forty (40) as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Completed sixteen (16) years of school education with at least Bachelor degree
 - At least two (2) First Division/Class
- 4) Work Experience:
 - Be a confirmed member of Bangladesh Civil Service (BCS) Cadre, Bangladesh Judicial Service (BJS) or Class-1 of Bangladesh Bank with at least two (2) year work experience at the application
- 5) Others
 - Have a good command of both written and spoken English
 - Be in good physical and mental conditions
 - A person corresponds to the followings is not eligible to apply
 - Those who are currently receiving (or will receive) another scholarship (including Japan)
 - Those who have obtained Master or higher degrees under the support of foreign scholarship
 - Those who have completed a Master or Doctoral degree after joining BCS or Bangladesh Bank
 - *Exception : Those who attended online or evening courses without paid leave are eligible to apply
 - Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list

ANNEX 5

Undertakings of the Project

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

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after signing of the G/A	Ministry of Finance	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	Ministry of Finance	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A	Ministry of Finance	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	Ministry of Finance	N/A	
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		Ministry of Finance		
	1) Advising commission of A/P	Within 1 month after the signing of the contract	Ministry of Finance	approx. JPY6,000.-	
	2) Payment commission for A/P	Every payment	Ministry of Finance	approx. 0.1% of the payment amount	
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	Ministry of Finance	N/A	
7	To organize the Committee meeting	During the Project	Ministry of Finance	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	Ministry of Finance	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	Ministry of Finance	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	Ministry of Finance	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	Ministry of Finance	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	Ministry of Finance	N/A	

(B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable.)

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

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



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Ministry of Finance
Economic Relations Division
Japan-3 Section
Sher-e-Bangla Nagar, Dhaka
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Appendix4

No: 09.00.0000.034.24.017.16-28

Date: 28 January 2021

Country Director
JICE JDS Project Office in Bangladesh
The Pan Pacific Sonargaon Hotel
L-261, 107 Kazi Nazrul Islam Avenue, Dhaka-1215

Subject: Opinion on Draft Minutes of Discussions on the Preparatory Survey regarding next phase of JDS program

Ref: Draft MoD prepared by JICE on the Preparatory Survey regarding next phase of JDS Program held on December 22, 2020

In reference to the request from JICE to provide opinion on Draft Minutes of Discussion (prepared by JICE) of JDS Operating Committee, the following Ministries/Divisions/Agencies have sent their opinion as follows:

Sl.	Name of Ministry/Division/Agency	Opinion
1.	Secondary & Higher Education Division, Ministry of Education	a) The number of Scholarships for Masters and Ph.D study could be increased respectively from 30 to 50 and from 03 to 10. b) The age-limit for enrollment to Masters and Ph.D could be raised by 05 years.
2.	Socio Economic Infrastructure Division, Planning Commission, Ministry of Planning	a) Inclusion of a Representative from Socio Economic Infrastructure Division of Planning Commission as a Member of JDS Operating Committee. b) Replacing 'Enhancement of Capacity for Public Administration both in Central & Field Level' in place of 'Enhancement of Capacity for Public Administrative (of Central & Local) Government' in Priority Area (Sl- 3 of Draft MoD) c) The number of scholarships for Ph.D Study can be increased.
3.	Ministry of Public Administration	a) The number of scholarships for Ph.D Study can be increased from 3 to 5. b) There should be an open competition amongst the officials of Bangladesh Cadre Service and Bangladesh Bank rather than the JDS Returned Fellows. c) Opportunities should be ensured for pursuing Masters and Ph.D Degree in the top 300 ranked & internationally acclaimed universities of Japan. d) Ministry of Public Administration should be included as one of the target organizations for the component "Enhancement of Capacity of Urban and Regional Development Planning & Policy".

Please Turn Over

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

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

In view of the above, JICA dispatched again a Preparatory Survey Team (hereinafter referred to as "the Team") headed by KAWAZOE Yasuhiro, Senior Representative, Bangladesh Office, JICA to Dhaka in March, 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.

Dhaka, June 13 , 2021



KAWAZOE Yasuhiro
Leader
Preparatory Survey Team
Japan International Cooperation Agency



SIDDIKY, Md. Shahriar Kader
Chairperson
Operating Committee of the JDS Project
Economic Relations Division, Ministry of Finance

*Attachment***I. Design of the JDS Project for the Succeeding Four Batches****1. Discussion on the compiled opinions of the Committee from the Bangladesh side**

As the Attachment 1 “Opinion on Draft Minutes of Discussions”, issued by Economic Relations Division, dated 28 January, 2021, the Bangladesh side and the Team discussed as follows:

1) Regarding “JDS Development Issue / Component”**1-1. Enhancement on Capacity for Public Administrative (of Central and Local) Government**

It is proposed by Ministry of Planning, that the title of this Component is replaced by **“Enhancement of Capacity for Public Administration both in Central & Field Level”**.

1-2. Development of Capacity for Judiciary System and Policy

It is requested from Economic Relations Division (ERD), the 1st Class Officials of Legislative and Parliamentary Affairs Division are included as prospective candidates for this Component.

1-3. Enhancement of Capacity for Urban and regional Development Planning and Policy

It is requested by Ministry of Public Administration (MoPA) to include BCS cadre officials from MoPA as one of the target organizations on this component.

1-4. Enhancement of Capacity for Economics Planning and Policy and Public Finance & Investment Management

It is proposed by ERD that inclusion of “Financial Management” as a component/subject for the officials of ERD. The Team stressed that the subject “Financial Management” will be covered in the current proposed component 1-4 (Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management) and the officials from ERD will deserve for applying this component as well.

2) Other issues (Qualification and Numbers of Scholarship)

Among the issues mentioned in the letter, both sides discussed the remaining concerns as follows :

a) Increase of the number of slots for Masters (from 30 to 50), and for Ph.D. (from 3 to 5 or 10)

The Japanese side took note on it while explained that the total number of JDS fellows has been decided upon reviewing the balance of past applicants and actual participants of all the countries. Therefore it is difficult for this phase to change the number and will be further considered in the following phases.

b) Raise of the current age-limit for application to Master and Ph.D. by 5 years respectively

The Team has reconfirmed the objective of JDS program that “highly capable, young civil servants and others, who are expected to engage in formulating and implementing social and economic development plans” and the current age-limit has set as 45 years old. Considering the career path after graduation of JDS program, the Team recommended not to raise the age-limit to 50 years old.

c) Open application to BCS officials with graduation from all countries, instead of limitation to the JDS returned fellows in the Ph.D. program

The Team noted on it and will further consider the possibility in the future.

2. Matter discussed on the Component 1-2 Development of Capacity for Judiciary System and Policy at the First Minutes of Discussion

Based on the hearing from Ministry of Law, Justice and Parliamentary Affairs, the Team confirmed that it is preferred the “2-year” master program at Keio University instead of the current “1-year” program.

The Team noted on this request and will respond after consultation with accepting Japanese University.

II. Signing of Grant Agreement (G/A)

The Team shared the schedule of further procedure towards G/A signing with the template of Grant Agreement to be utilized for the next four batches as Attachment 2. The Team stressed that it is required to sign the G/A every year, and requested the Government of Bangladesh (GoB) side to go through the fundamental items (articles) in advance so that the procedure of signing will go smoothly.

ANNEX: Re-design of the JDS Project for the Succeeding Four Batches (from JFY 2022-2025)

Attachment 1: Opinion on Draft Minutes of Discussions on the Preparatory Survey regarding next phase of JDS project

Attachment 2: Template of Grant Agreement (G/A)

ANNEX						
Re-design of the JDS Project for Succeeding Four Batches (from JFY 2022-2025)						
Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Numbers of Fellows	Possible Fields of Study	Supposed Target Organizations	University	Slot
I. Administrative Capacity Development	I-1 Enhancement of Capacity for Public Administration both in Central & Field Level	10	<ul style="list-style-type: none"> •Governance / Administration •Local Governance / Local Autonomous •Kaizen •Information Security 	<ul style="list-style-type: none"> BCS Cadre Officials All Ministries, especially •Ministry of Public Administration •Ministry of Planning •Ministry of Finance •Ministry of Foreign Affairs •Ministry of Local Government, Rural Development and Co-operatives 	<ul style="list-style-type: none"> Meiji University Graduate School of Governance Studies Yamaguchi University Graduate School of Economics 	4
	I-3 Enhancement of Capacity for Urban and regional Development Planning and Policy	8	<ul style="list-style-type: none"> •Urban Planning / Policy •Regional Development Planning / Policy •Agricultural, Rural Development Planning / Policy •Local Governance / Local Autonomy •Disaster Risk Reduction Management / Policy 	<ul style="list-style-type: none"> BCS Cadre Officials All Ministries, especially •Ministry of Posts, Telecommunications and information Technology •Ministry of Housing and Public Works •Ministry of Environment, Forest and Climate Change •Ministry of Industries •Ministry of Local Government, Rural Development and Co-operatives •Ministry of Public Administration 	<ul style="list-style-type: none"> University of Tsukuba Graduate School of Science and Technology Hiroshima University (1) Graduate School of Advanced Science and Engineering (2) Graduate School of Humanities and Social Sciences 	4
Total Number/year	30				2	



Government of the People's Republic of Bangladesh
Ministry of Finance
Economic Relations Division
Japan-3 Section
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Attachment 1



Appendix 5.

No: 09.00.0000.034.24.017.16-28

Date: 28 January 2021

Country Director
JICE JDS Project Office in Bangladesh
The Pan Pacific Sonargaon Hotel
L-261, 107 Kazi Nazrul Islam Avenue, Dhaka-1215

Subject: **Opinion on Draft Minutes of Discussions on the Preparatory Survey regarding next phase of JDS program**

Ref: Draft MoD prepared by JICE on the Preparatory Survey regarding next phase of JDS Program held on December 22, 2020

In reference to the request from JICE to provide opinion on Draft Minutes of Discussion (prepared by JICE) of JDS Operating Committee, the following Ministries/Divisions/Agencies have sent their opinion as follows:

Sl.	Name of Ministry/Division/Agency	Opinion
1.	Secondary & Higher Education Division, Ministry of Education	a) The number of Scholarships for Masters and Ph.D study could be increased respectively from 30 to 50 and from 03 to 10. b) The age-limit for enrollment to Masters and Ph.D could be raised by 05 years.
2.	Socio Economic Infrastructure Division, Planning Commission, Ministry of Planning	a) Inclusion of a Representative from Socio Economic Infrastructure Division of Planning Commission as a Member of JDS Operating Committee. b) Replacing ' <i>Enhancement of Capacity for Public Administration both in Central & Field Level</i> ' in place of ' <i>Enhancement of Capacity for Public Administrative (of Central & Local) Government</i> ' in Priority Area (Sl- 3 of Draft MoD) c) The number of scholarships for Ph.D Study can be increased.
3.	Ministry of Public Administration	a) The number of scholarships for Ph.D Study can be increased from 3 to 5. b) There should be an open competition amongst the officials of Bangladesh Cadre Service and Bangladesh Bank rather than the JDS Returned Fellows. c) Opportunities should be ensured for pursuing Masters and Ph.D Degree in the top 300 ranked & internationally acclaimed universities of Japan. d) Ministry of Public Administration should be included as one of the target organizations for the component " <i>Enhancement of Capacity of Urban and Regional Development Planning & Policy</i> ".

Signature

Please Turn Over

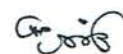
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2. Opinion of Economic Relations Division, Ministry of Finance:

- a. Inclusion of 'Financial Management' as a component/subject for the Officials of Economic Relations Division under JDS programme.
- b. Inclusion of Project Director as a Member of JDS Operating Committee.
- c. First Class Officials of Legislative & Parliamentary Affairs Division should be included in the prospective candidates for Masters of Laws Program.
- d. The number of scholarships for Master's and Ph.D study could be increased respectively from 30 to 50 and from 03 to 05.
- e. Application opportunities for Ph.D Degree should be opened for Graduates from all countries instead of considering the JDS Fellows only.
- f. Opportunities should be ensured for pursuing Masters and Ph.D Degree in the top 300 ranked & internationally acclaimed universities of Japan.

03. You are, therefore, requested to take necessary action to amend the Minutes of Discussions (MoD) incorporating the opinion expressed above in this regard.

Encl.: As stated



28.01.2021

(Md. Al-Amin)

Senior Assistant Secretary

Phone: 48119872

E-mail: japan3@erd.gov.bd

CC (Not according to seniority):

1. Secretary, Ministry of Public Administration, Bangladesh Secretariat, Dhaka [(Attn: Dr. Mohammed Ziaul Haque, Joint Secretary (IT & FT Branch))]
2. Secretary, Secondary & Higher Education Division, Bangladesh Secretariat, Dhaka [(Attn: Mr. Md. Ibrahim Bhuyain, Deputy Secretary)]
3. Member, Socio-Economic Infrastructure Division, Planning Commission, Ministry of Planning, Sher-e-Bangla Nagar, Dhaka [(Attn: Wing Chief, PAMESTEC Wing)]
4. Mr. Yasuharu Shinto, Counsellor, Development Cooperation & Economic Affairs, Embassy of Japan, Baridhara, Dhaka
5. Mr. Takahiro Nakamura, Senior Representative, JICA Bangladesh Office, Dhaka

CC:

1. P.S. to Secretary, Economic Relations Division, Dhaka
2. P.O. to Wing Chief (America and Japan), Economic Relations Division, Dhaka

Grant Agreement No XXXXXX

GRANT AGREEMENT

For

THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT
SCHOLARSHIP

Between

JAPAN INTERNATIONAL COOPERATION AGENCY

And

THE GOVERNMENT OF XXXXX

Dated G/A signing date Month Date, Year

Subject to the Exchange of Notes between the Government of Japan and the Government of XXXXX dated Month Date, Year (E/N signing date) concerning Japanese economic cooperation to be extended with a view to promoting the economic and social development of XXXXX (hereinafter referred to as “the E/N”) and the relevant laws and regulations and budgetary appropriations of Japan, the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and the Government of XXXXX (hereinafter referred to as “the Recipient”) have agreed to conclude the following grant agreement (hereinafter referred to as “the G/A”).

Article 1 Amount and Purpose of the Grant

JICA shall extend a grant up to XXXXXXXXXXXX Japanese Yen (JPYXXXXXXXXXX) (hereinafter referred to as “the Grant”) to the Recipient for the purpose of contributing to the implementation of the Project for Human Resource Development Scholarship mentioned in sub-paragraph (1) of paragraph 1 of the E/N (hereinafter referred to as “the Project”) whose details are described in Schedule 1 attached hereto.

Article 2 Availability of the Grant

The Grant shall be available in the form of a disbursement by JICA during the period enumerated in Column 1 of the Annex to Schedule 1 attached hereto according to the allocation of the amount for each period as specified in Column 2 of the Annex to Schedule 1 attached hereto.

Article 3 Use of the Grant

The Recipient shall use the Grant properly and exclusively to cover payments to an agent (hereinafter referred to as “the Agent”) of eligible nationality described in Section 2 of Schedule 2 attached hereto for purchases of products and/or services of eligible source countries described in Section 3 of Schedule 2 attached hereto necessary for the implementation of the Project.

Article 4 Administration of Grant

- (1) (in case executing agency will be authorized in G/A) The Recipient shall designate XXXXXXXX as the executing agency (hereinafter referred to as “the Executing Agency”) to implement the Project on behalf of the Recipient. The Recipient shall cause the Executing Agency to perform any of the obligations owed

by the Recipient, and shall assume responsibility for all actions of the Executing Agency concerning the Project.

- (2) The Recipient shall retain the Agent for the implementation of the Project. The Agent shall be recommended to the Recipient by JICA. Such recommendation of the Agent by JICA does not mean that JICA shall assume the responsibilities which the Agent shall bear to the Recipient.
- (3) Should the funds available from the Grant be insufficient for the implementation of the Project, the Recipient shall make arrangements promptly to provide such funds as shall be needed.

Article 5 General Terms and Conditions

- (1) JICA and the Recipient shall abide by the provisions of JICA's General Terms and Conditions for Japanese Grant, dated January 2016 (hereinafter referred to as "the GTC").
- (2) The details for procurement stipulated in Section 2.01 of the GTC are described in Schedule 2 attached hereto.
- (3) The disbursement procedure stipulated in Section 3.01 of the GTC is described in Schedule 3 attached hereto.
- (4) The word "consultant" in the GTC shall be replaced with the word "agent".
- (5) The addresses stipulated in Section 7.03 of the GTC are as follows:

For JICA

Postal address:

JAPAN INTERNATIONAL COOPERATION AGENCY

XXXXXX OFFICE

XXXXXX XXXXXX XXXXXX

Attention: Chief Representative

with a copy to:

JAPAN INTERNATIONAL COOPERATION AGENCY

Financial Cooperation Implementation Department

5-25, Niban-cho, Chiyoda-ku, Tokyo 102-8012, JAPAN

Attention: Director General

For the Recipient

Postal address:

XXXXXXXX

XXXXXXXX

Attention: XXXXXXXX

For the Executing Agency (in case executing agency will be authorized in G/A)

Postal address:

XXXXXXXX

XXXXXXXX

Attention: XXXXXXXX

Article 6 Other Obligations of the Recipient

- (1) The Recipient shall perform obligations described in Section 4 of Schedule 2 and Schedule 4 attached hereto.
- (2) The Recipient shall ensure that no official of the Recipient undertakes any part of the work under the contract on the purchase of the products and/or services necessary for the implementation of the Project.

Article 7 Headings

The headings of Articles herein are inserted for convenient reference only and shall not be interpreted to limit or otherwise affect the provisions of the G/A.

IN WITNESS WHEREOF, JICA and the Recipient, acting through their duly authorized representatives, have caused the G/A to be duly executed in their respective names and delivered at XXXXXXX, as of the day and year first above written.

For

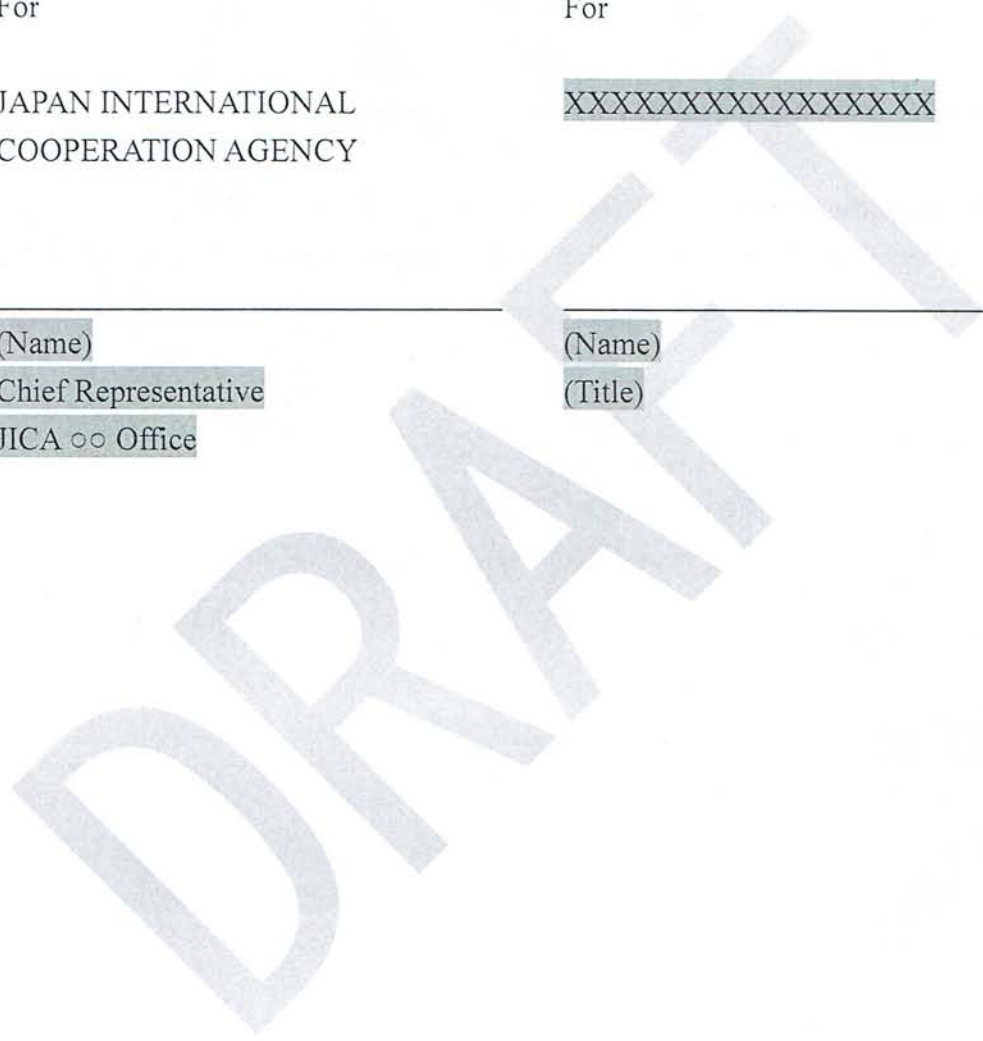
For

JAPAN INTERNATIONAL
COOPERATION AGENCY

XXXXXXXXXXXXXXXXXXXX

(Name)
Chief Representative
JICA ○○ Office

(Name)
(Title)



Schedule 1

Details of the Project

(1) Objective:

The objective of the Project is to resolve development challenges in XXXXX by supporting the young government officials and others who are expected to become leaders in XXXXXX for obtaining master's or doctor's degree in Japanese higher educational institutions, thereby contributing to strengthen the bilateral partnership.

(2) Scope of the Work:

- (a) services necessary for providing academic opportunities in Japan
- (b) payment of scholarship

Annex

Column 1	Column 2
Period	Amount
The date of entry into force of the G/A and XXXXXXX(Term 1)	XXXXXXXXX Japanese yen (JPYXXXXXXXX)
XXXXXXXXX and XXXXXXX(Term 2)	XXXXXXXXX Japanese yen (JPYXXXXXXXX)
XXXXXXXXX and XXXXXXX(Term 3)	XXXXXXXXX Japanese yen (JPYXXXXXXXX)
XXXXXXXXX and XXXXXXX (Term 4)	XXXXXXXXX Japanese yen (JPYXXXXXXXX)
XXXXXXXXX and XXXXXXX (Term 5)	XXXXXXXXX Japanese yen (JPYXXXXXXXX)

Total amount: XXXXXXXX Japanese yen (JPY XXXXXXXXX)

[To be left blank]

Schedule 2

Details for Procurement

Section 1. Guidelines to be used for procurement under the Grant

In order to ensure the proper and exclusive use of the Grant, the products and/or services necessary for the implementation of the Project shall be procured in accordance with JICA's Operating Guidelines of the Project for Human Resources Development Scholarship by Japanese Grant Aid (JDS) under the New System, dated July 2015 (hereinafter referred to as "the Operating Guidelines").

Section 2. Eligible Nationality

- (1) The eligible nationality of the Agent shall be Japanese nationals in the case of the Agent that will execute a contract directly with the Recipient for the implementation of the Project.
- (2) With regard to sub-section (1) above, the term "Japanese nationals" means Japanese physical persons or Japanese juridical persons controlled by Japanese physical persons as described in paragraph 4 of the E/N.
- (3) Such contracts as stipulated in sub-section (1) above shall be denominated in Japanese Yen.

Section 3. Eligible Source Countries

- (1) The eligible source countries shall be Japan and the country of the Recipient for the purchase of products and/or services for the implementation of the Project.
- (2) Notwithstanding sub-section (1) above, when JICA and the Recipient deem it necessary, the Grant may be used for the purchase of products and/or services of countries other than Japan or the country of the Recipient for the implementation of the Project.

Section 4. JICA's Review

With regard to the Recipient's procurement procedures and decisions, the Recipient shall submit to JICA, for JICA's review and concurrence, the following documents at the following occasions. The Recipient shall also submit to JICA, for JICA's reference, any related documents and information as JICA may reasonably request. When JICA has no objection to such documents, JICA shall inform the Recipient its concurrence accordingly. JICA's right to perform such review and concurrence shall not be deemed

to be an obligation of JICA. The Recipient shall not be exempted from any of its obligations under the G/A due to JICA's election to perform any such review.

(1) Execution of the contract for Agent

The original contract for the Agent shall be submitted promptly after its signing in order for the contract to be verified as eligible for the Grant.

(2) Amendment or termination of contract

(a) The extension of the contract period and the reason which justifies the proposal shall be submitted before the contract is amended; in the situation where the extended period is more than three (3) months or the period between the end of the extended contract period and the deadline of availability of the Grant become less than six (6) months.

(b) Any major amendment or termination of the contract shall be notified to JICA immediately and the original of the contract and other necessary documentation thereon shall also be submitted after signing in order for the amendment of the contract to be verified as eligible for the Grant.

(3) Modification from the original design

A description of any major modification from the original design of the Project shall be submitted before the implementation of any work related to the modified design.

For the avoidance of doubt, any change which does not constitute a major modification of the design or a major amendment of the contract, as specified by JICA, shall not require such concurrence of JICA.

[To be left blank]

Schedule 3

Disbursement Procedure

Section 1. Banking Arrangement and Authorization to Pay

The Recipient shall conclude the banking arrangement (hereinafter referred to as “the Banking Arrangement”) with a bank in Japan (hereinafter referred to as “the Agent Bank”) and open an account (hereinafter referred to as “the Grant Account”) at the Agent Bank immediately after the signing of the G/A. The Banking Arrangement stipulates the roles of the Agent Bank and the Recipient with regard to the receipt of the Grant from JICA and payment to the Agent under the Grant by using an authorization to pay (hereinafter referred to as “the Authorization to Pay”). In order to execute the procedures in the Banking Arrangement, the Recipient shall issue the Authorization to Pay to the Agent Bank in connection with each contract verified by JICA.

Section 2. Procedure

The payment shall be made upon request from the Agent. The request for payment and other required documents shall be submitted from the Agent to the Agent Bank authorized by the Recipient in the Authorization to Pay, and accordingly those documents shall be submitted to JICA. JICA shall disburse the requested amount of the Grant into the Grant Account in Japanese Yen after confirmation of the submitted request for payment and other required documents. The Agent Bank shall make the payment to the Agent from the Grant Account on behalf of the Recipient after the receipt of the Grant.

[To be left blank]

Schedule 4
Obligations of the Recipient

In accordance with the obligations of the Recipient stipulated in the E/N, the Recipient shall undertake the obligations listed in the tables below. JICA and the Recipient may agree from time to time separately in writing on the items, deadlines and other matters described in the tables below within the scope of the obligations stipulated in the E/N.

(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	XXXXXX	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	XXXXXX	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A	XXXXXX	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	XXXXXX	N/A	
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		XXXXXX		
	1) Advising commission of A/P	Within 1 month after the signing of the contract	XXXXXX	approx. JPY6,000.-	
	2) Payment commission for A/P	Every payment	XXXXXX	approx. 0.1% of the payment amount	

6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	XXXXXX	N/A	
7	To organize the Committee meeting	During the Project	XXXXXX	N/A	
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services be exempted.	During the Project	XXXXXX	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	XXXXXX	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	XXXXXX	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	XXXXXX	N/A	

(B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable)

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

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

(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.

[To be left blank]

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

Sub-Program	Component	University	Graduate School	Expected Number of JDS Fellows					
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total	
1 Administrative Capacity Development	1-1 Enhancement of Capacity for Public Administration both in Central & Field Level	Meiji University	Graduate School of Governance Studies	4	4	4	4	16	
		Yamaguchi University	Graduate School of Economics	4	4	4	4	16	
		Kobe University	Graduate School of International Cooperation Studies	2	2	2	2	8	
	1-2 Development of Capacity for Judiciary System and Policy	Keio University	Law School	2	2	2	2	8	
	1-3 Enhancement of Capacity for Urban and Regional Development Planning and Policy	University of Tsukuba	Graduate School of Science and Technology	4	4	4	4	16	
		Hiroshima University	Graduate School of Advanced Science and Engineering/ Graduate School of Humanities and Social Sciences	4	4	4	4	16	
	1-4 Enhancement of Capacity for Economics Planning and Policy, and Public Finance & Investment Management	Hiroshima University	Graduate School of Humanities and Social Sciences	3	3	3	3	12	
		International University of Japan	Graduate School of International Relations	3	3	3	3	12	
		Rikkyo University	Graduate School of Business	2	2	2	2	8	
		Kobe University	Graduate School of International Cooperation Studies	2	2	2	2	8	
	Total				30	30	30	30	120

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: People's Republic of Bangladesh
2. Target Priority (Sub-Program) Area: Administrative Capacity Development
3. Operating Committee:
 【Bangladesh Side】 Ministry of Finance(Economic Relations Division), Ministry of Planning,
 Ministry of Public Administration, Ministry of Education
 【Japanese Side】 Embassy of Japan in Bangladesh, JICA Bangladesh Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Administrative Capacity Development
2. Component: Enhancement of Capacity for Public Administration both in Central & Field Level
3. Target Organization: Bangladesh Civil Service (BCS) Cadre officers
 *No specification of target organization

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

The government of Bangladesh has set the national goals of joining the ranks of upper-middle-income countries by 2030 and developed countries by 2041. Recognizing that improving good governance is essential to the sound and continuous progress of the nation, the Cabinet approved National Integrity Strategy in 2012 to improve governance comprehensively. It has identified in particular the needs to advance reforms to the civil service system and further improve the efficiency of the bureaucracy, as well as enhancing the abilities of central and local civil servants to support such initiatives, in order to formulate, implement, and monitor policies and strategies in each field and provide higher-quality public services. It also emphasizes the necessity of further promotion of decentralization and enhancement of the administrative capabilities of local governments.

In the future, policy-level commitment will be important in order to advance these cooperative efforts and establish them firmly as systems. It is extremely important to develop human resources at the executive or policymaking level in this field, through the JDS program.

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

JICA formulated "Administrative Capacity Improvement Program" under "Overcoming Social Vulnerability", which is one of the two priority areas of Japan's Country Assistance Policy for Bangladesh, and has implemented projects in Bangladesh based chiefly on the two approaches of (i) strengthening public management system and (ii) development of harmonized local administration.

With regard to the first approach, phase two of National Integrity Strategy Support Project, a technical cooperation project with the Cabinet Division, is underway to support implementation of the strategy. In addition, grant aid and technical cooperation are being developed for the Bangladesh Institute of Governance and Management (BIGM) under Ministry of Public Administration. The goals are to support the training of public- and private-sector leaders with an eye toward the policy issues of the future and to enable the facility to serve as a base for enhancement of friendly relations between Japan and Bangladesh, while also generating human resources who will see Japan in a positive light.

Regarding the second approach, loan aid and technical cooperation projects are underway targeting City Corporates, local districts and sub-districts (Upazila), through the Local Government Division. Support is being provided for enhancement of the fundamental administration and finance abilities of local governments and infrastructure development projects through yen loans linked to outputs.

The JDS project in Bangladesh was launched in Bangladesh in 2001, and total of 417 fellows have been dispatched to Japan as of September 2020. Among them, 355 obtained master's degree and 158 are in the field of public administration and public policy, including educational administration, health administration and informatics. 94.6% of the JDS returned fellows to Bangladesh is reinstated as Civil Service officers for solving development issues through their work.

Relevant Projects and Training Programs of JICA Bangladesh Office:

【JICA expatriate】

- Advisor for Local governance

【Technical Cooperation Project】

- National Integrity Strategy Support Project (Phase 2)
- Project for Capacity Development of City Corporations
- Upazila Integrated Capacity Development Project

【Loan Aid (Yen Loan)】

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

【Grant Aid】

- Project for Improvement of Government and Management Research and Training Facilities

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal:

To ensure that JDS Returned Fellows will help the Ministries and government agencies concerned to improve their capacity with regard to the development of appropriate national and regional governance systems and improvement and operation of civil services.

2) Project purpose:

To ensure that JDS Fellows at the target organizations will improve their capacity with regard to the development of appropriate national and regional governance systems and improvement and operation of civil services.

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Participants and Accepting University

Graduate School of Governance Studies, Meiji University

4 fellows / year, total 16 fellows / 4 years

Graduate School of Economics, Yamaguchi University

4 fellows / year, total 16 fellows / 4 years

Graduate School of International Cooperation Studies, Kobe University

2 fellows / year, total 8 fellows / 4 years

(5) Activity

Graduate School of Governance Studies, Meiji University

Target	Contents/ Programs to achieve target
1) During study in Japan	
To train "Political and administrative professionals (advanced professionals)" with wide knowledge and perspectives, sharp insight and advanced analysis and judgment ability	•In the targeted areas, students engage in studies of contemporary global issues, including decentralization, good governance, citizen participation, sustainable development, regional development, poverty reduction, urban issues, and crisis management with both global and local in their scope,.

	<ul style="list-style-type: none"> • Developmental issues are interdisciplinary in nature, the school offers three program areas as below; <p>(1) Public Policy</p> <p>The school has subjects on political science, public administration, public finance, public management theory, and urban policy theory. In addition to them, subjects on policy research are also available to JDS Fellows to understand the specific current situation.</p> <p>(2) International Development Policy</p> <p>Drawing on disciplines concerned with international economics and the environment, this focal area encourages students to analyze global issues of sustainable development and poverty reduction from different perspectives on social systems.</p> <p>(3) Community Planning and Management</p> <p>Having global issues from a local perspective that is closely related to the region, the school organizes subjects based on the process of policy formulation, implementation, and evaluation for solving them. JDS Fellows learn community policy, regional development, NPO, social development, crisis management theory, etc.</p>
<p>To train practical ability to implement policy measures in cooperation with diverse entities</p>	<ul style="list-style-type: none"> • Most of the courses are held by adopting "active learning" approaches, and various fieldwork opportunities for learning from practical experience will also be offered. • Joint multi-lingual (English and Japanese) courses for fostering exchange between Japanese and international students, as well as fieldwork (site visit) opportunities for visiting various fields of practice in Japan, have been arranged.
<p>To deepen understanding of individual and specific issues through writing a master's thesis.</p>	<ul style="list-style-type: none"> • The school has workshops for learning about approaches to reading academic literature and writing thesis in English. • The school also has lectures for supporting thesis writing that combines special lectures and personalized sessions by

	<p>English-native speakers for instructions including academic editing and proofreading.</p> <ul style="list-style-type: none"> • Courses on social research methods and academic writing skills are offered as recommended by the international students' committee. • The school offers special lectures by distinguished scholars and professionals from within Japan and overseas. • Workshops for learning about approaches to reading academic literature and writing thesis in English are offered. • The school also has frequent opportunities of receiving advice on research from Assistant Professor and Teaching Assistant (Ph.D. student)
2) After return	
Utilization of outcome of research	In order to develop sustainable relationships with the alumni and other public officials, the School organizes follow-up seminars in their home countries every year.

Graduate School of Economics, Yamaguchi University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To learn basic knowledge prior to study in Japan	Pre-training is conducted in order to smoothly instruct the master's thesis after coming to Japan.
2)	
To Learn necessary knowledge about public management	<ul style="list-style-type: none"> • Courses in Public administration and Principle of Administrative Law are offered in order that students acquire the knowledge and ability for public administrators. • Courses in Public Policy, Program Evaluation, Cost-benefit Analysis are offered in order that students acquire the knowledge and ability for making and evaluating effective and efficient policy. • Courses in Economics, Public Economics, Development Economics, and International Economics are offered in order that students acquire the knowledge required for economic policy and development. • Courses in Public Finance, Local Government finance are offered in order that students acquire knowledge of Finance for public administrators.

To learn ability to discover problem on public management and problem analysis ability	<ul style="list-style-type: none"> • Tokyo Study Tour to visit several central government ministries and agencies. • Field trip to a local city to study practices for activation of the city. • Visit to city office to observe and study service delivery practices. • Special lecture program to study concrete examples of public policy implemented by local government. • Special lectures by invited lecturers to study practices regarding public policy and public administration.
To learn basic abilities and English proficiency required for writing academic treatises.	<ul style="list-style-type: none"> • In order to learn the appropriate style and methodology for writing master's thesis in the field of social science, an Academic Writing course is provided as a compulsory subject. • Able to provide one main supervisor from faculty members whose research field is the closest to the student's research theme. This main supervisor, and two other sub-supervisors, instruct students in the preparation of their master's thesis. • Interim thesis presentations at BCSAA and in our faculty are very useful to facilitate a deeper awareness of their research theme and to enhance presentation skills.
3) After return	
Follow up activities	A follow-up program after students return to their country.

Graduate School of International Cooperation Studies (GSICS), Kobe University

Target	Contents/ Programs to achieve target
1) During study in Japan	
To deepen the knowledge necessary for improving administrative capacity of public officials and promoting decentralization.	<ul style="list-style-type: none"> • GSICS can provide the following in English. (1) Basics of political science, such as Introduction to Political Analysis, Comparative Politics, Political Development (2) Public Administration related courses like Local Government and advanced course for political science such as Japanese Politics. Additionally we can invite visiting scholars to give special lectures focusing public administration in developing countries. (3) Research Methods for Social Sciences and Statics. We focus on empirical analysis on these subjects, thus students can research and analyze their topics scientifically and use their knowledge after master courses. (4) International Relations, International Law, Development

	<p>Law, Economics and Disaster Study related subjects. Students can deepen understandings on these topics.</p> <p>(5)International Cooperation. We also invite practitioners as visiting scholars to give lectures.</p> <p>(6)In seminars the supervisor can advise students how to write his/ her master thesis. Students can analyze the topics they chose and write policy recommendations from political science and public administration point of views.</p>
To learn basic abilities necessary for writing academic treatises.	<ul style="list-style-type: none"> • Fieldworks and Special Seminars with the Japanese Central Government (particularly at the Ministry of Internal Affairs and Communications, the National Personnel Authority) and Local Governments (Hyogo Prefecture and Kobe City). • Feed Back Seminars during the Master thesis writing. By this seminar, students can connect his/ her Master thesis and challenges which Bangladesh faces and thus write effective policy recommendations. We can also use this opportunity for students' field research and following ups for graduates. • Advices in research and English proofreading by Professional instructor. • Advices in research and supports for life by Tutors and Teaching Assistants

(6)-1 Inputs from the Japanese Side

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

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

1 batch 10 X fellows × 4 years = 40 X fellows

From the year 2022 (Until 2024) : 10 X fellows, From the year 2024 (Until 2026) : 10 X fellows

From the year 2023 (Until 2025) : 10 X fellows, From the year 2025 (Until 2027) : 10 X fellows

(7) Inputs from the Bangladesh Side

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

(8) Qualifications

- 1) Work Experience:

- To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for **at least two (2) years of work experience** at the time of application.
 - To have obtained permission from his/her belonging organization when applying
- 2) Others
- Citizens of Bangladesh
 - Below 40 years old as of April 1st in the year of dispatch (in principle)
 - Completed sixteen (16) years of school education with at least Bachelor's degree.
 - At least two (2) First Division or equivalent with no Third Division in grade evaluations of both of the Primary and Secondary education.
 - Have a good command of both written and spoken English. (IELTS 6.0 or higher is preferable.)
 - Must be mentally and physically in good health.
 - To understand the purpose of this project and have a clear intention to contribute to the development of their home country after completing their studies.
 - A person falls under the following items is not eligible to apply:
 - Military personnel registered on the active list or person on alternative military service.
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.

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

In addition to training in Japan intended to strengthen case management abilities and firmly establish arbitration systems in the courts, JICA is carrying out technical cooperation projects for capacity building of Bangladeshi police. Furthermore, the Japanese government's diplomatic policy of seeking the Free and Open Indo-Pacific calls for (i) promotion and establishment of the rule of law, freedom of navigation, free trade, etc., (ii) pursuit of economic prosperity, and (iii) securing peace and stability. Thus, attention is focusing on support for investment environments at the same time as economic infrastructure development.

The JDS project in Bangladesh was launched in Bangladesh in 2001, and total of 417 fellows have been dispatched to Japan as of September 2020. Among them, 355 obtained master's degree and 37 are in the field of law and judicial system, including international relations. 94.6% of the JDS Returned Fellows to Bangladesh is reinstated as Civil Service officers for solving development issues through their work.

Relevant Projects and Training Programs of JICA Bangladesh Office:

【Technical Cooperation Project】

- Project for Capacity Enhancement of Bangladesh Police

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall Goal :

To ensure that JDS returned participants will help the Ministries and government agencies concerned to improve their capacity with regard to general legal skills and skills related to intellectual property rights and sea laws that will help attract private investment.

2) Project Purpose :

To ensure that JDS participants at the target organizations will improve their capacity with regard to general legal skills and skills related to intellectual property rights and sea laws that will help attract private investment.

(3) Verifiable Indicators

- 1) Ratio of JDS 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

Law School, Keio University

2 fellows / year, total 8 fellows / 4 years

(5) Activity**Law School, Keio University**

Target	Contents/ Programs to achieve target
3) During study in Japan	
To train legal educators who can be active in global field, global companies and international organizations legal staff	<ul style="list-style-type: none"> •LL.M. course provides certification in 5 specialized law fields: the business law; the international dispute resolution law; Japanese law; the law and development in Asia and the intellectual property law. Students can focus on their study in a particular legal field and enable to acquire deepen knowledge and analysis. By obtaining specialized law certification, JDS fellows can contribute to the development of Bangladesh by using their specialized knowledge. Especially, the certificate in the field of business law, the international dispute resolution law, law and development in Asia and intellectual property law will contribute fostering of legal professions who can work on development issues, which Bangladeshis legal system is facing now.
To improve practical ability by utilizing various networks inside and outside the university.	<ul style="list-style-type: none"> •Our programs focus on practical, skills-based training. Internships at a wide range of law firms, companies, and international organizations allow KLS students to apply and add to their knowledge. •Both legal researcher and legal practitioner will teach courses in this program. They will guide the students to write research paper. •KLS has established an Advisory Board and intends to draw upon the professional and academic experience of its members for advice regarding KLS's academic programs of study and related matters. •Some of the staffs who have long been engaged in legal assistance for Indochina countries, Myanmar, Nepal, etc. and they provide lectures regarding to promote "access to justice" through strengthening the function of judiciary.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 2 X fellows × 4 years = 8 X fellows

From the year 2022 (Until 2024) : 2 X fellows, From the year 2024 (Until 2026) : 2 X fellows

From the year 2023 (Until 2025) : 2 X fellows, From the year 2025 (Until 2027) : 2 X fellows

(7) Inputs from the Bangladesh Side

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

(8) Qualifications

1) Work Experience:

- To be a confirmed member of Bangladesh Civil Service (BCS), Bangladesh Judicial Service (BJS) and Class-1 officers in Legislative and Parliamentary Affairs Division, Ministry of Law, Justice and Parliamentary Affairs for **at least two (2) years of work experience** at the time of application.
- To have obtained permission from his/her belonging organization when applying.

2) Others

- Citizens of Bangladesh
- Below 40 years old as of April 1st in the year of dispatch (in principle)
- Completed sixteen (16) years of school education with at least Bachelor's degree.
- At least two (2) First Division or equivalent with no Third Division in grade evaluations of both of the Primary and Secondary education.
- Have a good command of both written and spoken English. (IELTS 6.0 or higher is preferable.)
- Must be mentally and physically in good health.
- To understand the purpose of this project and have a clear intention to contribute to the development of their home country after completing their studies.
- A person falls under the following items is not eligible to apply:
 - Military personnel registered on the active list or person on alternative military service.
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.

JDS Returned Fellows to Bangladesh is reinstated as Civil Service officers for solving development issues through their work.

Relevant Projects and Training Programs of JICA Bangladesh Office:

【Technical Cooperation Project】

- Project for Capacity Development of City Corporations
- Upazila Integrated Capacity Development Project
- The Project for Technical development to upgrade structural integrity of buildings in densely populated urban areas and its strategic implementation towards resilient cities

【Loan Aid (Yen Loan)】

- Dhaka Mass Rapid Transit Development Project
- Northern Bangladesh Integrated Development Project
- Inclusive City Governance Project

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall Goal :

To ensure that JDS returned participants will help the Ministries and government agencies concerned to improve their capacity with regard to Urban and Rural Planning and Policy in the context of the region/area-wide comprehensive plans and policies.

2) Project Purpose :

To ensure that JDS participants at the target organizations will improve their perspectives, ability / skills, and theory required for preparing regional comprehensive plans and policies.

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

Graduate School of Science and Technology, University of Tsukuba

4 fellows / year, total 16 fellows / 4 years

Graduate School of Advanced Science and Engineering/Graduate School of Humanities and Social Sciences, Hiroshima University

4 fellows / year, total 16 fellows / 4 years
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(5) Activity**Graduate School of Science and Technology/ SUSTEP Program, University of Tsukuba**

Target	Contents/ Programs to achieve target
4) Before arrival in Japan	
Pre-departure preparation in order for the smooth study/ research in Japan	<ul style="list-style-type: none"> •Based on provided information, JDS Fellows may select their prospective supervisor (finalize after admission). •Those Fellows, who wish to study engineering related topics, if the supervisor requests, take instruction about statistics, chemistry data analysis, and others.
5) During study in Japan	
To foster leader human resources, specialized / technical human resources, and policy implementation type practical human resources.	<ul style="list-style-type: none"> •JDS Fellows will take an introductory course in environmental sciences as Compulsory courses. The contents include research ethics, environment-society interface, waste management/treatment, land use change, public health, climatology/meteorology, history of Japanese environmental problems, hydrology, and biodiversity. In an exercise course, the Fellows will learn about data collection and analysis as well as document survey methods. In seminar courses, the Fellows will focus on master's thesis research topics. They present about their research progress, exchange ideas among students, and write thesis. •In order to deepen their understanding about their research interests from multiple angles, the Fellows can choose courses that are related to urban/regional development, climate change, water/basin environment, environmental disaster prevention, and ecology, among others as Specialized (elective) courses. Crossing over these topics, JDS Fellows may choose courses on environmental policies, environmental law, statistics, remote sensing, English presentation/debate.
To foster global leadership quality, to develop investigation and problem-solving skills, and to promote participatory projects.	<ul style="list-style-type: none"> •SUSTEP Program invites outstanding experts in Japan and overseas to hold international seminars for JDS Fellows. In these seminars, Fellows not only listen to lectures but present topics about Bangladesh's development issues in the first year. In the second year, the Fellows present about their master's thesis topic. In all these occasions, they receive comments from invited experts. These Fellows also establish their networks with the experts so that, after returning to their workplaces, they may be able to use these networks. •It may organize trips to the Netherlands, Germany, and China to heighten knowledge about environmental conservation, disaster management, regional industry promotion, urban

	<p>environmental issues, and waste water/solid waste treatment, among others. These activities also include seminars, in which the Fellows may practice presentations and local interviews to enrich their global visions.</p> <ul style="list-style-type: none"> •The SUSTEP Program manages and improves the original webpages for JDS Fellows to make on-line learning more effective. <p>The SUSTEP Program enables to share the research outcomes of our Fellows with delegating agencies.</p> <ul style="list-style-type: none"> •The SUSTEP offers academic writing related training.
6) After return	
Application derived from research achievement	<ul style="list-style-type: none"> •The SUSTEP Program will provide post-graduation seminars for JDS graduates and conduct post-graduation monitoring among the graduates. • The SUSTEP Program will continue networks with JDS graduates. When its professors visit Bangladesh, they observe current conditions and provide feedback to the future special program.

Graduate School of (1) Advanced Science and Engineering/ (2) Graduate School of Humanities and Social Sciences, Hiroshima University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan	<ul style="list-style-type: none"> •The candidates are provided with textbooks on basic knowledge about urban and regional development. They are required to conduct self-study under the instruction of the main supervisors. •The candidates are further required to submit periodical reports via e-mail to their supervisors for preliminary supervisions.
2) During study in Japan	
To foster specialists with engineering and economic expertise for assessing the effects of infrastructure development and planning, as well as expertise in planning technology and public policy planning ability.	<ul style="list-style-type: none"> •The Transdisciplinary Science and Engineering Program (TSEP) offers engineering subjects to study regional / urban planning and risk management in developing countries and Japan, natural science subjects to study ecosystem conservation and environmental assessment, survey methodologies, geographic information system technology, etc. •The International Economic Development Program (IEDP) offers, basic subjects of economics such as development microeconomics, rural development theory, agricultural production economics analysis, econometrics, and subjects of policy such as environmental resource economics and development economics

	<ul style="list-style-type: none"> • In both programs, JDS Fellows take seminars on applying this knowledge to individual environmental issues and linking it to policy making. • In addition, common subjects for graduate schools and other programs are available to take.
To obtain deep knowledge of urban / regional development planning and policy through practical education and research.	<ul style="list-style-type: none"> • Both programs provide several opportunities for the JDS Fellows to discuss and to learn practical knowledge with specialists from other universities and institutions, governmental and international organizations. • All JDS Fellows are provided with specialized books, datasets, and/or other materials necessary for their research, including the statistical software. • JDS Fellows are able to get appropriate advice and ample supports for their research from the mentor whenever they need. • JDS Fellows obtains basic skills in writing academic papers with being provided with an opportunity to utilize a professional English proofreading service when they submit their master theses.
3) After return	
Utilization of outcome of research	<ul style="list-style-type: none"> • In order to obtain feedback from JDS graduates, conduct a follow-up seminar in Bangladesh within approximately one to two years after their graduation. The main idea is to examine how they utilize the knowledge acquired in our course afterwards.

(6)-1 Inputs from the Japanese Side

<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 Participants

<p>1 batch 8 X fellows × 4 years = 32 X fellows</p> <p>From the year 2022 (Until 2024) : 8 X fellows, From the year 2024 (Until 2026) : 8 X fellows</p> <p>From the year 2023 (Until 2025) : 8 X fellows, From the year 2025 (Until 2027) : 8 X fellows</p>

(7) Inputs from the Bangladesh 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) Work Experience:

- To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience at the time of application.
- To have obtained permission from his/her belonging organization when applying

2) Others

- Citizens of Bangladesh
- Below 40 years old as of April 1st in the year of dispatch (in principle)
- Completed sixteen (16) years of school education with at least Bachelor's degree.
- At least two (2) First Division or equivalent with no Third Division in grade evaluations of both of the Primary and Secondary education.
- Have a good command of both written and spoken English. (IELTS 6.0 or higher is preferable.)
- Must be mentally and physically in good health.
- To understand the purpose of this project and have a clear intention to contribute to the development of their home country after completing their studies.
- A person falls under the following items is not eligible to apply:
 - Military personnel registered on the active list or person on alternative military service.
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.

② Public Finance Administration/Public Investment Management

The Bangladeshi government's 7th Five Year Plan identifies the following four strategies for public investment management and administration capacity development: (i) capacity building of civil servants, (ii) decentralization, (iii) public-private partnerships, and (iv) enhancement of planning and budgeting processes. With regard to (iii) public-private partnerships, the "Policy Strategy on Public-Private Partnership" was formulated in 2010. Two specialized organizations (the Public-Private Partnership Authority under the Prime Minister's Office; and the Public Private Partnership Unit under the Ministry of Finance) were established, and the procedures related to uncovering potential public-private partnerships projects and their formation, review, and approval has been clearly defined. As for (iv) enhancement of planning and budgeting processes, it is in the process of finalizing Public Financial Management Reform Strategy mainly by the Ministry of Finance.

In order for the smooth implementation of initiatives mentioned above, it is important to develop human resources who possess the capability to design mid-and-long term policies and national plans; and skills to set up a system to realize these plans.

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

In accordance with the goal of (i) strengthening public management system under "Administrative Capacity Improvement Program", JICA is implementing phase two of Strengthening Public Investment Management System Project aimed at improving efficiency of formulation/review/approval process of Annual Development Programme (ADP) and enhancing coordination with the top plan of ADP (7th Five Year Plan) and the multiyear budget frameworks supported by the World Bank, for the Planning Division in the Ministry of Planning which manages whole development projects in the public investment management.

The JDS project in Bangladesh was launched in Bangladesh in 2001, and total of 417 fellows have been dispatched to Japan as of September 2020. Among them, 355 obtained master's degree and 112 are in the field of economics, public finance and public investment. 94.6% of the JDS Returned Fellows to Bangladesh is reinstated as Civil Service officers for solving development issues through their work.

Relevant Projects and Training Programs of JICA Bangladesh Office:

【Technical Cooperation Project】

- Strengthening Public Investment Management System (SPIMS) Project (Phase 2)
- Project for Promoting Investment and Enhancing Industrial Competitiveness

【Loan Aid (Yen Loan)】

- Foreign Direct Investment Promotion Project (II)

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in the country, through providing opportunities to obtain the Master's degree and Doctoral degree to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic

development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship / partnership between Japan and Bangladesh.

(2) Project Design

1) Overall goal:

To ensure that JDS returned participants will help the Ministries and government agencies concerned to improve their capacity with regard to economic development through appropriate macroeconomic policy frameworks.

2) Project purpose:

To ensure that JDS participants at the target organizations will improve their capacity with regard to the sustainable management of public finance and appropriate financial policies.

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Participants and Accepting University

Graduate School of Humanities and Social Sciences, Hiroshima University

3 fellows / year, total 12 fellows / 4 years

Graduate School of International Relations, International University of Japan

3 fellows / year, total 12 fellows / 4 years

Graduate School of Business, Rikkyo University

2 fellows / year, total 8 fellows / 4 years

Graduate School of International Cooperation Studies, Kobe University

2 fellows / year, total 8 fellows / 4 years

(5) Activity

Graduate School of Humanities and Social Sciences, Hiroshima University

Target	Contents/ Programs to achieve target
7) Before arrival in Japan	
Pre-departure preparation in order for the smooth study/ research in Japan	<ul style="list-style-type: none"> • JDS candidates 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. Candidates need to submit periodical reports by e-mail and take exams to confirm their achievements. • JDS candidates with low English ability are also provided with English language textbooks.
8) During study in Japan	
To foster public officials who will play a crucial role in the formulation, implementation,	• International Economic Development Program (IEDP) is based on economics. JDS Fellows learn the basic subjects and the fundamental knowledge and skills necessary for economic

evaluation, economic planning, management of public finance and investment.	<p>analysis, such as development macroeconomics, development microeconomics, and development econometrics.</p> <ul style="list-style-type: none"> • JDS Fellows obtain more specialized knowledge based on their interests, through public management and policy (Public Management, Organizational Management), industrial, trade and financial policies (Comparative Study of Economic Development, Economic Development, International Trade, International Finance), Private Sector Development (Industrial Development, Small and Medium-sized Enterprise Development), Management (Corporate Strategy, Corporate Social Responsibility, International Human Resource Development). • Moreover, IEDP offers an interdisciplinary curriculum to learn international affairs and regional studies as well as economics. Therefore, students can learn cross-sectoral knowledge and skills.
To obtain deep knowledge of economic planning, management of public finance and investment through practical education and research.	<ul style="list-style-type: none"> • IEDP provides several opportunities for the JDS Fellows to discuss and to learn practical knowledge with specialists from other universities and institutions, governmental and international organizations. • All JDS Fellows are provided with specialized books, datasets, and/or other materials necessary for their research, including the statistical software. • JDS Fellows are able to get appropriate advice and ample supports for their research from the mentor whenever they need. • JDS Fellows obtains basic skills in writing academic papers with being provided with an opportunity to utilize a professional English proofreading service when they submit their master theses.
9) After return	
Utilization of outcome of research	In order to obtain feedback from JDS graduates, conduct a follow-up seminar in Bangladesh within approximately one to two years after their graduation. The main idea is to examine how they utilize the knowledge acquired in our course afterwards.

Graduate School of International Relations, International University of Japan

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

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

Graduate School for Business, Rikkyo University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Deepening the knowledge on the research theme before the arrival and making pre-departure preparation for the upcoming lectures and research	Graduate School of Business provides short-term pre-enrollment program in Vietnam or Japan, which covers basic mathematics, economics, and statistics.
2) During study in Japan	
Enhancement of the fundamental knowledge on policy formulation, implementation, analysis and evaluation	In the first year, through mandatory courses on statistics, mathematics, public management and economics, JDS Fellows acquire fundamental knowledge in Public Management and Economics as well as analytical skills and tools. In the second year, Fellows gain diverse and inter-disciplinary points of views to apply basic knowledge and analytical skills to a wide range of problems by taking elective courses.
Acquisition of the capacities to review, formulate, implement, manage, analyze and evaluate development challenges and public policies.	Graduate School of Business allocates the most suitable supervisor for consistent support to the Fellows from narrowing down the research question and situating it into a broader academic debate, to analyzing data and completing the final draft under the close supervision of the supervisor. In addition, the graduate school organizes special seminars on reference management software “Refworks” and statistical software “Stata”..
Promotion of the practical knowledge and skills	Special lectures whose speakers are invited from the public sector or private companies in Japan are arranged to learn specialized knowledge from distinguished specialists. In addition, field trips to ministries in the central government, some sub-national governments or private companies are also prepared for connecting academic knowledge to the practical skills through exchanging opinions with the administrative officials in Japan.
3) After return	
Enhancement of the outcome of the research after the return Follow-up activities and networking	Outstanding Fellows are given opportunities to publish co-authored articles with the supervisor as well as to report the result of research at international conference. It helps them not only build up their experience in presenting research outcomes but also improve their thesis from the aspect of policy proposal based on the feedbacks from other researchers, with the goal of publishing the article in peer-reviewed academic journal. The faculty members hold post-graduate trainings and follow-up meetings in Viet Nam as appropriate so that the Fellows can

	continuously improve their skills after their return. Furthermore, through regular communication of information, the graduate school ensures that the network is maintained.
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Graduate School of International Cooperation Studies (GSICS), Kobe University

Target	Contents/ Programs to achieve target
4) Before arrival in Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan	<ul style="list-style-type: none"> • The school conducts pre-training for the purpose of improving mathematics and statistical analysis skills. • The school also conducts individual guidance (research theme setting, material collection, etc.), and the academic supervisors closely contact JDS Fellows from about 4 months before coming to Japan for teaching individually data collection and literature surveys.
5) During study in Japan	
To improve analytical capabilities for the challenges facing developing countries.	<ul style="list-style-type: none"> • GSICS provides macroeconomics and microeconomics, statistics, econometrics and social survey methodology as basic subjects. • As applied subjects of economics, lecture subjects are offered in relation with public finance, monetary policy and investment trade policy, such as finance, monetary theory, international economics, and economic growth theory. • GSICS also provides economic development theory, development management theory, development cooperation theory, human resource development theory, social development theory, etc. as subjects for management various issues facing developing countries.
To strengthen specialized knowledge and expertise through practical course	<ul style="list-style-type: none"> • GSICS invites experts from Japan and overseas to provide practical subjects mainly case studies, such as Development Economics, Development Policy, Development Planning, and Development Management. • GSICS provides courses in fields of development issues through the JICA Development Studies Program. • In seminars, GSICS compares cases similar to research subjects and provides guidance on policy proposals and analysis on development issues, including presentation skill. • GSICS provides a large number of overseas trainings and internships in collaboration with development-related organizations in Japan and overseas. • JDS Fellows conduct study tour to companies and government agencies (Toyota, Bank of Japan, etc) and conduct field surveys in the research area (Bangladesh Central Bank, etc).
6) After return	

Utilization of outcome of research	<ul style="list-style-type: none"> • GSICS holds seminars and symposiums for the purpose of follow-up after returning to Bangladesh and network collaboration, and provides research advice for further developing his/her master's thesis.
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(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 Participants

<p>1 batch 10 X fellows × 4 years = 40 X fellows</p> <p>From the year 2022 (Until 2024) : 10 X fellows, From the year 2024 (Until 2026) : 10 X fellows</p> <p>From the year 2023 (Until 2025) : 10 X fellows, From the year 2025 (Until 2027) : 10 X fellows</p>
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(7) Inputs from the Bangladesh 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

<ol style="list-style-type: none"> 1) Work Experience: <ul style="list-style-type: none"> - To be a confirmed member of Bangladesh Civil Service (BCS) Cadre or class-1 officer of Bangladesh Bank with at least two (2) years of work experience at the time of application. - To have obtained permission from his/her belonging organization when applying 2) Others <ul style="list-style-type: none"> - Citizens of Bangladesh - Below 40 years old as of April 1st in the year of dispatch (in principle) - Completed sixteen (16) years of school education with at least Bachelor's degree. - At least two (2) First Division or equivalent with no Third Division in grade evaluations of both of the Primary and Secondary education. - Have a good command of both written and spoken English. (IELTS 6.0 or higher is preferable.) - Must be mentally and physically in good health. - To understand the purpose of this project and have a clear intention to contribute to the development of their home country after completing their studies. - A person falls under 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. • Those who are currently awarded or scheduled to receive another scholarship. • Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
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Summary of the Result of Supplementary Survey on Target Organizations

1. Basic information

NUMBER OF PERMANENT STAFF



GENDER PROPORTION OF THE STAFF



■ Male ■ Female

AGE DISTRIBUTION OF THE STAFF



■ 20-29 ■ 30-39 ■ 40-44 ■ OVER 45

EDUCATIONAL DEGREE OF THE STAFF



■ Bachelor ■ Master's

OBTAINED A DEGREE IN FOREIGN COUNTRIES AS CIVIL OFFICERS



■ Master's ■ Doctoral

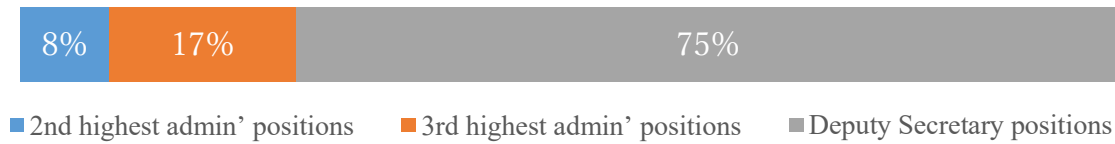
CURRENTLY STUDYING ABROAD IN COURSES FOR DEGREE



■ Master's ■ Doctoral ■ Others

2. Needs for Master or Doctoral degree

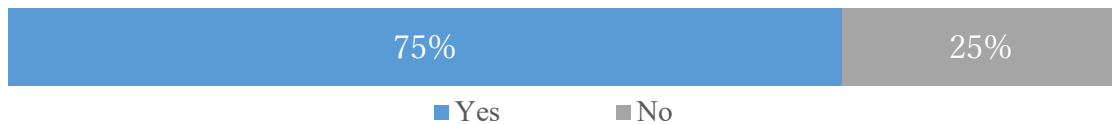
NUMBER OF OFFICERS IN MANAGERIAL POSITIONS IN THE MINISTRY/ORGANIZATION



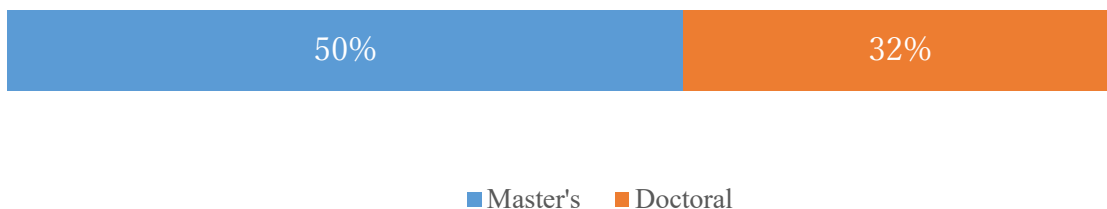
NEED MASTER OR PHD FOR PROMOTION



OBLIGATION TO RETURN TO THE ORGANIZATION AFTER COMPLETION OF THEIR STUDY

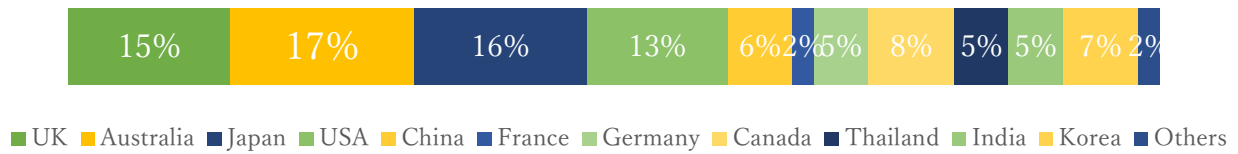


NEEDS FOR MASTER'S OR DOCTOAL DEGREE IN THE ORGANIZATION



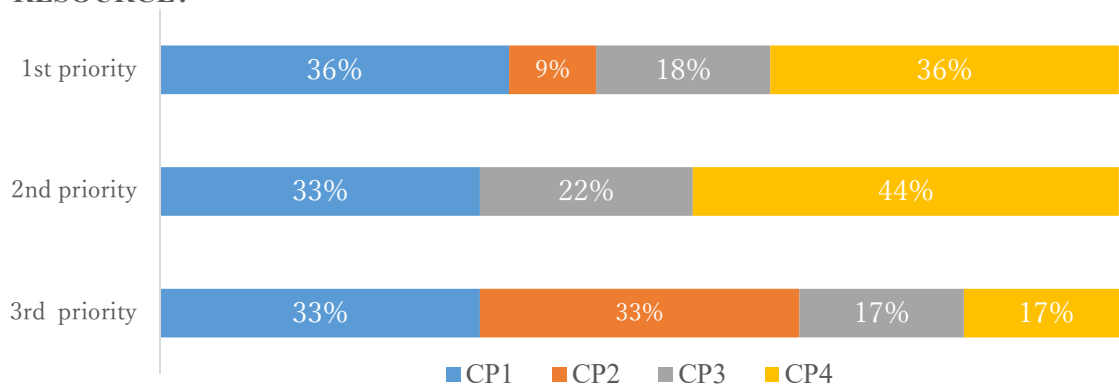
3. Scholarship opportunity to study abroad

POPULAR COUNTRIES FOR STUDYING ABROAD AS CIVIL OFFICERS



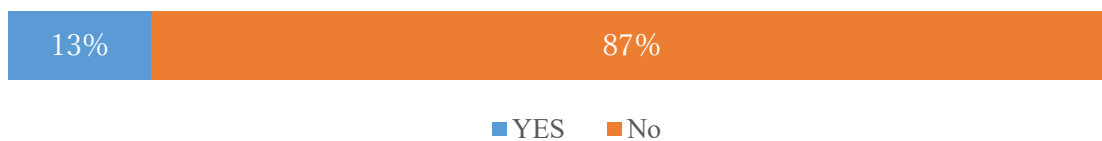
4. Needs for JDS Master Degree Program

WHICH FIELD DOES YOUR ORGANIZATION WANT TO DEVELOP HUMAN RESOURCE?



5. Possibility of JDS Master course in “Japanese language”

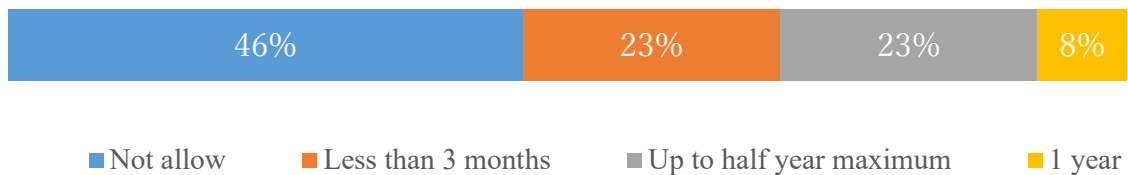
BCS CADRE OFFICERS WHO HAS A COMMANDED OF JAPANESE LANGUAGE TO STUDY AT MASTER LEVEL



THE BENEFIT FOR BCS CADRE OFFICERS WHO WILL STAY MASTER COURSE IN JAPANESE LANGUAGE.

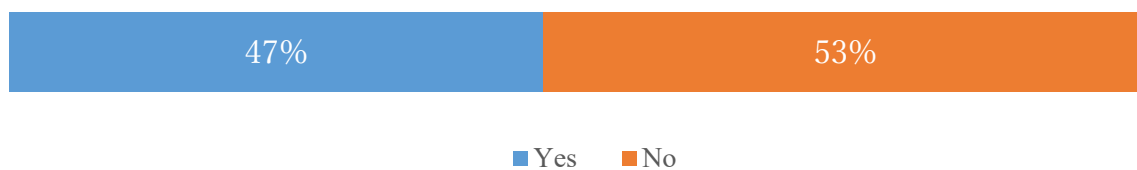


HOW LONG DOES YOUR ORGANIZATION ALLOW OFFICERS TO TAKE AN ADDITIONAL LEAVE FOR TAKING JAPANESE LANGUAGE CLASSES?



6. Collaboration with Japan and expectation for study in Japan

YOUR ORGANIZATION HAVE ANY COLLABORATION PROJECT WITH JAPAN



Designing a System for a Japanese-language Framework (Bangladesh)

This report discusses the possibility of accepting JDS fellows 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 preliminary survey. Firstly, we provide insights into obtaining degrees in Japan from a diplomatic perspective. Secondly, we report the need for such programs in Bangladesh identified from information collected through local administrative agency interviews and questionnaire surveys. Thirdly, we report the findings of interviews about considerations to take into account in the future in order to consider accepting JDS fellows from Bangladesh and other countries for Japanese-taught graduate programs. The considerations that we have identified from experts in the field of Japanese language teaching (e.g. Japanese language teachers and universities, Japanese language expert of “B-JET” Project of JICA) 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, we present a proposed framework for Bangladesh 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 JDS fellows 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 JDS fellows 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, JDS fellows (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 JDS fellows 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.

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.

2. Target organization needs survey

(1) Target Organizations

We requested 60 target organizations to participate in questionnaire surveys in this preliminary survey and 15 target organizations responded.

Question 1: Are there BCS cadre officers in your organization who has a command of Japanese language to study at Master Level?	
Yes : 3 organizations 1) 4 officers in Ministry of Foreign Affairs (“Young Leaders Program”(YLP), the Japanese Government (Monbukagakusho) Scholarship) ⁴ 2) 12 officers in Ministry of Finance (JDS fellows from 2002 to 2008) ⁵ 3) 1 officer in Ministry of Shipping (“Research Student”, the Japanese Government (Monbukagakusho) Scholarship) ⁶	No : 12 organizations
Question 2: Is there a need to your organization in sending BCS cadre officers to obtain a master's degree taught in Japanese?	
Yes : 4 organizations 1) Bangladesh Bank, 2) Ministry of Law, Justice and Parliamentary Affairs, 3) Election Commission Secretariat, 4) Ministry of Road Transportation and Bridge	No : 11 organizations
Question 3: How long does your organization allow officers to take an additional leave for extra-curricular Japanese language classes before Master Degree programs?	
“1 year”	1 organization (Ministry of Shipping)
“Up to half year maximum”	4 organizations (Ministry of Planning, Ministry of Information, Ministry of Labour and Employment, Election Commission Secretariat)
“Less than three months”	3 organizations (Ministry of Education, Ministry of Road, Transportation and Bridge, Bangladesh Bank)
“No, we do not allow”	6 organizations (Ministry of Finance, Ministry of Public Administration, Ministry of Law, Justice and Parliamentary Affairs, Ministry of Agriculture, Ministry of Fisheries and Livestock, Ministry of Jute and Textiles)
No answer	1 organization (Ministry of Foreign Affairs)

(1) “Yes” to Question 2 (4 organizations)

Organization	Comment
1) Bangladesh Bank	Taking this opportunity to learn Japanese language and culture is also useful when the delegation of a collaborating JICA project arrives. In that sense, it can be said that there is a need.
2) Ministry of Law, Justice and Parliamentary Affairs	There is an organizational need for studying for a master’s degree taught in Japanese because it helps one learn the traditional legal system in Japan and particularly makes it possible to understand best practices in conflict resolution. However, we do not allow an additional study period for prior training to learn Japanese language.
3) Election Commission Secretariat	Studying in Japanese can help generate new ideas for daily operations and improve our staff’s capabilities.

⁴ All of them studied for one year at the National Graduate Institute for Policy Studies (GRIPS). The breakdown is one person in 2016-17, two persons in 2017-18, and one person in 2018-19. Among these, the confirmed person in 2018-19 only took "Basic Japanese" (2 credits) in the autumn semester at the beginning of study in Japan as Japanese language learning. Although this person answered that his/her Japanese ability was at the "Basic" level, he/she had not taken the JLPT, so his/her relative Japanese ability could not be assessed.

⁵ According to the results of a survey on the Japanese ability of 12 students who visited Japan in 2002-08, when Japanese language training was provided by JDS, out of seven respondents, six answered that their Japanese ability was "Elementary." The other one also answered that his Japanese ability was "Intermediate," and he could speak and read Japanese. However, none of the respondents had taken the JLPT, so their relative Japanese ability could not be assessed.

⁶ He replied to the Survey Team’s question on the Japanese language level, “my study was fully in English, not in Japanese language. But I attended in Japanese language class in the university campus and could learn Nihongo a little”

4) Ministry of Road Transportation and Bridge	Learning foreign languages other than English has been gaining momentum in the country. Therefore, it will become a pioneering trial for JDS to set up a Japanese language course and improve the environment for training of BCS Cadre officers who have a good command of Japanese.
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(2) “No” to Question 2 (11 organizations)

Ministry of Education	We do not require Japanese skills. However, if our staff can obtain a degree taught in Japanese, we can communicate efficiently with Japanese personnel and the Japanese government.
Ministry of Labour and Employment	Our organization does not desire master's courses taught in Japanese. However, the option of Japanese language is beneficial for career plans of persons studying abroad.
Ministry of Shipping	There may be personal advantage, but from a perspective of work, there is no need. However, we will allow a one-year additional period if a prior extracurricular training period is set up.
Ministry of Foreign Affairs	There is no need for master's courses taught in foreign languages other than English. Rather, language learning can be stressful and have a negative impact on academic records.
Ministry of Jute and Textiles	There is no problem so long as some parts are taught in Japanese. However, courses should be mainly taught in English.
Ministry of Information	It is extremely difficult to learn Japanese language for a master's courses taught in Japanese. It will also reduce public officials' interest in JDS and affect applications.
Ministry of Planning	In Bangladesh, where English is the second language, we do not feel the need for sending BCS Cadre officers to master's courses taught in Japanese.
	(No comment) Ministry of Public Administration, Ministry of Finance, Ministry of Agriculture, Ministry of Fisheries and Livestock

The brief results of interview surveys are as follows:

1) Bangladesh Bank (General Manager and other 2 officers、 Human Resources Department-2)

- There are needs for obtaining a degree taught in Japanese and for understanding Japanese language. If there are some staff members who obtained a degree taught in Japanese, communication with Japanese personnel of a collaborating JICA project can become smooth. Some of our staff members are interested in Japanese language, and some have passed the N4 or N5 level. However, our Deputation Policy stipulates that the study abroad period shall be "up to five years." It is difficult to set up an additional learning period, and there is no choice but to conduct Japanese language training (in the current program) or to create a completely different master's degree program taught in Japanese.

2) Ministry of Finance (Joint Secretary, Financial Institutions Divisions *a member of JDS Operating Committee)

- As staff members who speak Japanese, we grasp that there are some who studied through JDS, but there is none who have studied in Japan as undergraduate students. In the first place, language ability is not so important. Sometimes it may be good for something, but what matters is study contents.

3) Ministry of Foreign Affairs (Director, East Europe & CIS)

- There is no organizational need, but if such a course is set up, it is a terrific trial. Actually, one of our staff members learned Japanese language over one year as a MEXT Japanese Studies Student. However, she is not in a position related to Japan. Japanese language skills do not affect assignments to Japan or our departments in charge of Japan.

4) National Board of Revenue (Joint Commissioner of Taxes, Inspecting Range-3 *a JDS fellow in 2011-2013)

- JDS also used to provide Japanese language training, but while I was studying in Japan, there was no Japanese language training. It was so disappointing that I had no opportunity to learn it. If an opportunity to learn Japanese language is provided, it will be beneficial for individuals who will study in Japan. There is no problem if the training period is 3-6 months.

5) Ministry of Planning (Additional Secretary, Planning Division)

- It is desirable to have Japanese language training. A period of about several months is within the parameters of our Deputation Policy in the case of obtaining only a master's degree.

6) Ministry of Public Administration (Joint Secretary, IT & Foreign Trade *a member of JDS Operating Committee)

- As our Deputation Policy stipulates that the study abroad period shall be up to five years, it will be difficult for public officials considering obtaining a doctorate degree to study in Japan during the additional Japanese language training period. It is the most realistic to provide Japanese language courses at training institutes in Bangladesh.

7) Ministry of Home Affairs (Additional Secretary, Security Services Division)

- If there are courses to learn Japanese language, some would learn in the courses. If it is short-term Japanese language training, it could be implemented by incorporating it into the program.

8) Ministry of Law, Justice and Parliamentary Affairs (Joint Secretary, Law and Justice Division)

- Provision of opportunities to master Japanese language is welcome. For scholarship recipients, it is beneficial that their stay period as a whole functions as an extensive learning session, incorporating not only studying but also learning culture and language beyond the classroom. It is a good idea to add prior Japanese language training for 6-12 months before a master's degree program begins.

9) Ministry of Education (Deputy Secretary, Secondary & Higher Education Division *a member of JDS Operating Committee)

- The Ministry of Education will not officially require Japanese language skills or obtaining a degree taught in Japanese. However, individuals who will study in Japan will have some advantages, such as leading a smooth life and making communication easy. Also at the Ministry of Education, several staff members learn and speak Japanese for personal interest. Such personnel are also useful in consultations with Japanese counterparts. Certainly, our Deputation Policy stipulates that the study abroad period is up to five years, but if JDS officially sets up Japanese language training, there is a possibility that studying abroad for more than five years may be considered a "Special Case" in the Policy.

10) Ministry of Housing and Public Works (Deputy Secretary, Admin-1)

- There is little need for having a command of Japanese or obtaining a degree taught in Japanese. We mostly work on domestic projects, so we have no opportunities to use Japanese language. However,

preliminary Japanese language training for 3-8 months will be beneficial for individuals who will study in Japan.

11) Ministry of Local Government, Rural Development and Cooperatives (Deputy Secretary, Local Government Division *a JDS fellow in 2008-2010)

- The Ministry has no need for having a command of Japanese or obtaining a degree taught in Japanese. However, from my own experience, the Japanese language training over two and a half months before traveling to Japan and the training after coming to Japan were so useful for smooth communication.

In the questionnaire survey and interview with the target organizations, no public/government officials having Japanese ability at the levels of N1-3 in the Japanese Language Proficiency Test (JLPT) could be found. Judging from these results, it is assumed to be unlikely that, in the case of hosting students from Bangladesh for a master's degree taught in Japanese, universities in Japan can find candidates having as good a command of Japanese as they require every year.

In addition, out of 20 organizations from which the questionnaire response or the interview result was obtained, only four answered that there was a need for sending staff to master's courses taught in Japanese. We could identify organizations that mentioned the need specifically and showed a positive attitude toward studying in courses taught in Japanese, such as Bangladesh Bank, while we could not identify the need in many other organizations.

One of the reasons why the need was limited is that in the government organizations of Bangladesh, where English is the second language, the working environment does not require Japanese language skills, and still less a master's degree taught in Japanese. Moreover, Bangladeshi public officials having Japanese language skills are not necessarily assigned to workplaces where they can demonstrate the skills, or their specialties are not necessarily reflected in their career paths. Therefore, for public officials aiming to study in Japan through JDS, the incentive to obtain a master's degree taught in Japanese would be low, and the advantage of obtaining a master's degree taught in Japanese would also be low in the career paths after graduation.

Other questionnaires and interviews also showed a tendency to regard Japanese language skills as "personal interest" or "personal advantage," which revealed that the skills are not associated with the government organizations' human resource development policies. Furthermore, there were concerns such as those expressed in the answers of the Ministry of Foreign Affairs and the Ministry of Information, saying that setting up Japanese language training (making it a completion requirement to master Japanese language) could place an extra strain on the research in studying in Japan and might give pause to applicants at the time of application.

Meanwhile, we also heard the following view from Japanese personnel in Bangladesh about obtaining a degree taught in Japanese.

Embassy of Japan in Bangladesh (Mr. Yasuharu Shinto and other 2 officers with Ms. Machiko Nunotani from JICA Bangladesh Office)

- I have never heard of the need for a command of Japanese among public officials, so I do not know. In general, the level of Japanese language schools in Bangladesh is not high; those who have passed the N4 level in JLPT can become instructors.

The following are the confirmed details of Japanese language education institutions in Bangladesh.

[Japanese language education institutions]

As of 2018, there are 85 Japanese language education institutions in Bangladesh, and nearly 5,000 people are learning Japanese language. At the University of Dhaka, it is also possible to obtain a degree taught in Japanese. However, among these, only four institutions have Japanese instructors, including Japanese language schools operated by the Japan Universities Alumni Association in Bangladesh (JUAAB), centering on ex-students of the Japanese Government (Monbukagakusho) Scholarship, and Bangladeshi instructors' Japanese language instruction ability is not necessarily high. In addition to operating Japanese language schools, the JUAAB conducts various activities related to Japanese language education, such as holding the Japanese Language Proficiency Test twice a year as a local implementation organization and holding a speech contest in cooperation with the Embassy of Japan in Bangladesh.

It is expected to be difficult to receive Japanese language training at Japanese language schools in Bangladesh for 6-12 months to improve one's Japanese ability or to pass the N1 level in the Japanese Language Proficiency Test, in terms of 1) obtaining permission for long-term leave for language training, 2) establishing a learning environment, and 3) ensuring the quality of instruction.

As to 1), it would be difficult to obtain the affiliation's understanding and permission for long-term leave for language training. Also as to 2), in light of the attendance status at online classes in 2020, it is likely to be difficult to establish an environment where learners can concentrate on learning with the understanding of their families and others. A Japanese language instructor at our center also pointed out that in order to pass the N1 level, it is important to establish a learning environment where learners can concentrate. As to 3), the Embassy of Japan in Bangladesh pointed out that the level of instructors is low, as those who passed the N4 level can become instructors at Japanese language schools. In any case, there was no track record of intensive training courses as expected in the project, or it was not certain whether courses to achieve appropriate contents and levels could be provided.

3. Interviews with experts in the field of Japanese language teaching

(1) Japanese language expert of Bangladesh-Japan ICT Engineers' Training Program (B-JET)

- As far as I know, the only Bangladeshi at the N1 level is a professor of the Department of Japanese

Studies at the University of Dhaka. I suppose that there would be fewer than 10 persons at that level in Bangladesh. Even if the level is lowered to N2, there would be few public officials who have passed the level. It would be extremely difficult for Bangladeshis to pass the N1 level.

(2) 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.

(3) 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.

(4) 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.)

(5) Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development (PEACE) ⁷

- 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).

(6) 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.

⁷ 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.

- 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 the development of a Japanese-taught graduate program framework

Judging from the survey results above, incorporation into the Bangladesh JDS of a system to obtain a master's degree taught in Japanese would have a great impact on the project outcome and diplomatic significance from perspectives of the efficacy of soft power and public diplomacy. However, as described above, the need for a command of Japanese is low, and the number of candidates is small. Therefore, even if graduate schools in Japan expand the targets to administrators who do not have the ability to write a master's thesis in Japanese, it would be difficult to secure candidates stably, the sustainability of the project would be low, and at present it would be difficult to introduce master's degree programs taught in Japanese.

On the other hand, as mentioned by JASSO in Attachment 2, as an alternative to realize the objective of producing further diplomatic effects of the project and fostering true Japan experts, we would like to propose setting up Japanese language courses during study in Japan and granting incentive to Japanese language qualifications, or a system to study in Japan in which students can obtain a degree taught in English, while learning Japanese at university during the Research Student period added to the two-year study in Japan, aiming to master Japanese language while studying a specialized field at graduate school in English.

- Provision of regular Japanese language courses during study in Japan as the JDS program
- Payment of the Japanese Language Proficiency Test fee to applicants
- A certain Research Student period (Japanese language learning) + two-year master's course (English-taught program)

Based on the results of these surveys, we will continue to consider systems to improve the command of Japanese and to study in Japan while assessing other countries' situations.

End