

**Government of Nepal
Ministry of Finance**

**PREPARATORY SURVEY
ON
THE PROJECT FOR HUMAN RESOURCE
DEVELOPMENT SCHOLARSHIP
IN
NEPAL
FINAL REPORT**

MAY 2023

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

JAPAN DEVELOPMENT SERVICE CO., LTD. (JDS)

GL
JR
23-012

SUMMARY

1. Outline of the Preparatory Survey

(1) Background and Objective of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS¹”) aims to “accept outstanding young administrative officials who are expected to become future leaders in the target countries as students at Japanese graduate schools. Upon their return to their home countries, they will be active in the planning and implementation of socio and economic development plans as personnel with specialized knowledge acquired during their studies in Japan, and eventually become persons with a good understanding of Japan, thereby expanding and strengthening the foundation of friendly relations between the two countries. In addition, they will contribute to expanding and strengthening the foundation of friendly relations between the two countries as persons with a good understanding of Japan². As of the end of FY2022, the program has accepted a cumulative total of approximately 5,700 JDS fellows from all accepting countries.

In Nepal, Phase 1 of the JDS Program, which was launched in FY2015, has been accepting 20 master’s fellows each year. In Phase 2, which started in FY2019, acceptance of 2 doctoral fellows each year began in addition to the quota for 20 master’s fellows. Phase 2 will end with the acceptance of its fourth batch of JDS fellows (arriving in FY2023). This Preparatory survey for cooperation will therefore be conducted in response to the request from the Government of Nepal towards the continuation of the JDS Program with the aim of verifying the validity of the project implementation as well as formulating a new plan for the fellows arriving in Japan during Phase 3 of the project from FY2024 to FY2027 in light of the status of Nepal’s development issues and Japan’s aid policy.

(2) Purpose of the Survey

The main objectives of this survey are as follows:

- To survey and analyze the current situation and needs in Nepal, and formulate a plan to accept JDS fellows for the 4 fiscal years from FY2023 to FY2026 (acceptance of JDS fellows starting in FY2024).
- Explain Phase 3 of the JDS Program and its implementation system to the Nepalese side and obtain their consent.

¹ The official name of the project is “The Project for Human Resource Development Scholarship.” However, it goes under the acronym of JDS because it was originally called “The Japanese Grant Aid for Human Resource Development Scholarship.”

² See The Project for Human Resource Development Scholarship, Japan International Cooperation Agency (no date) https://www.jica.go.jp/activities/schemes/grant_aid/summary/JDS.html (2022/11/15)

- Based on the formulated plan to accept JDS Fellows, prepare a detailed implementation plan addressing each JDS priority area serving as the draft basic plan and preparation of the outline of project cost for the implementation of the main JDS Program.

(3) Survey Methodology

This survey was conducted using survey methods, such as literature reviews, questionnaire surveys, and interviews.

October 2022 : First field survey

January 2023 : Preparation of a draft basic plan for the sub-program and explanation to Government of Nepal. Second field survey

February 2023 : Preparation of outline of project cost

(4) Survey Results

1) Framework for JDS Nepal

During the on-site discussions with the Government of Nepal, the sub-programs, components, and host universities of the JDS Program for Nepal were determined as shown in the table below.

Framework of JDS Program in Nepal (accepted FY2024 through FY 2027)

Sub-Programs	Components	University	Graduate course	Number of JDS fellows accepted
1. Social and economic development which directly leads to economic growth and the national livelihoods improvement	1-1. Financial Policy, Economic Policy	Waseda University	Graduate School of Asia-Pacific Studies	6
		Rikkyo University	Graduate School of Business	
		Hiroshima University	Graduate School of Humanities and Social Sciences	
2. Governance enhancement and basic framework development for democracy	2-1. Development of Human Resource and Administrative Capacity of Civil Servants	Meiji University	Graduate School of Governance Studies	6
		Yamaguchi University	Graduate School of Economics	
		International University of Japan	Graduate School of International Relations	
	2-2. Building of International Relations	Ritsumeikan University	Graduate School of International Relations	4
		Hiroshima University	Graduate School of Humanities and Social Sciences	
	2-3. Improvement of Legal and Judicial System		Kyushu University	Graduate School of Law
Keio University			Law School	

* Universities and graduate courses indicated in **bold** will start accepting JDS fellows from the next year (2024).

2) Number of JDS fellows accepted

In Phase 2 being implemented from FY 2019 to FY 2023, a maximum of 22 JDS fellows (20 master's and 2 doctoral) have been accepted each year. It was also agreed with Government of Nepal that the adequate number of fellows to be accepted in Phase 3 will be 22 maximum (20 master's and 2 doctoral).

The adequacy of the number of JDS fellows to be accepted for the master's degree program was verified by examining the effects of the project in the first and second phases, surveying the needs at each ministry and agency, and estimating the ratio of applicants to total applicants in Phase 3.

Confirmed effects of the project to date include: i) within Government of Nepal, 100 returned fellows with master's degrees from Japanese graduate schools have been produced, ii) 100% of the returnees continue to work in the same or higher positions after studying Japan, iii) 34.0% of returnees have been promoted, including one to the rank of Secretary and 4 to the rank of Joint Secretary, iv) contributions to policy formulation, strengthening of the functions of their place of employment, strengthening of bilateral relations, and contributions to the establishment of international academic networks were confirmed.

Nepal JDS Data Sheet (as of March 2023)

Number of persons subject to admission cap during the year	Phase 1	20 master's degree
	Phase 2	20 master's degree / 2 doctorate
Visits to Japan	Total	Total 143 (140 master's degree and 3 doctorates)
	Gender	116 males and 27 females (18.9% female ratio)
Returned fellows *Only master's degree holders as of March 2023.	Total	100 persons
	Degree recipients	100 persons
	Degree recipients	100%
	Reinstatement rate	100%
	Service group	Administration : 64 Judicial : 10 Economic planning/statistics : 7 Miscellaneous : 6 Engineering : 5 Education : 5 Foreign : 1 Audit : 1 Parliament : 1
	Number of persons promoted	34 (34%)
	Percentage of managers* (Under Secretary and above)	14 (14%) at the time of application Currently 45 (45.0%)

An assessment survey on the needs for human resource development in Phase 3 component of the JDS Program was conducted for the main target ministries and agencies. The survey showed that the total number of people who wish to obtain a master's degree through the JDS Program over the next 4 years reached 124 per year³ (40 for Financial Policy, Economic Policy, 45 for Development of Human Resource and Administrative Capacity of Civil Servants, 20 for Building of International Relations, and 19 for Improvement of Legal and Judicial System), confirming the high expectations for the contribution of the JDS Program to human resource development in Government of Nepal.

It is also worth mentioning that the number of applicants for Phase 3 is estimated to exceed the quota by 7.3 times on average, based on the number of applicants in Phase 2⁴.

As for the doctoral program and the number of JDS fellows to be accepted, we examined the estimated ratio of applicants, the progress of research by doctoral fellows in Japan, contributions made by those with doctoral degrees to Government of Nepal, and the needs for doctorate programs within the government as indicated in 2-1-4 Consideration of continued acceptance into doctoral programs, and concluded that it is appropriate to continue accepting doctorate fellows with the current limit of 2 fellows.

In the past three years, the number of applicants to the doctorate program was 11 in 2019, 9 in 2020, and 6 in 2021, representing an application rate exceeding the number of places available each year by three times. Including those who did not apply because they were unable to obtain an academic referee report, which is a recommendation letter from their expecting academic supervisor, the competition ratio for the number of slots available each year has exceeded 10.5 times.⁵

Although it is still too early to produce returning JDS fellows for the doctoral program, 3 fellows have come to Japan through the Nepal JDS Program to date, and all are making good progress in their research based on the research plans via monitoring with their supervisors.

The survey of key target organizations verified that doctorate recipients from other development partners were active in all four components of Phase 3 as shown in Table-19 Successful Cases of Doctorate Holders, suggesting a high demand for doctoral degrees. The survey revealed that Ministry of Federal Affairs and General Administrations (MOFAGA), Ministry of Industry, Commerce and Supply, and Ministry of Agriculture and Livestock Development have more than 10 doctorates, and that the National Planning Commission and the Supreme Court have more than

³ See Annex 7-4

⁴ The assumed multiplier (7.3x) was calculated based on the number of applicants (581), which was calculated by excluding the total number of applicants for infrastructure development (54), which will be excluded in the new phase, from the number of applicants (635) for batches 1~4 of phase 2, for the agreed maximum number of acceptances (80) for the four years of phase 3.(See Annex7-1)

⁵ Number of requests for assistance in obtaining letters of recommendation was 21 in 2019, 36 in 2020, and 21 in 2021.

5 doctorates. In the needs survey of the key target organizations, 72.2%⁶ of respondents indicated that doctorate holders play a major role in policy formulation and implementation. When asked if they thought their ministry would continue to need doctorates in the future, all respondents agreed that doctorates are needed in their ministries.⁷

As for the need for doctoral programs within the government, the number of staff members expected by major target ministries to obtain doctoral degrees through the JDS program over the next four years amounted to 89⁸, indicating the high expectations for the JDS Program to develop highly knowledgeable human resources through doctoral degrees in Government of Nepal.

Furthermore, a request for an increase in the number of doctorate acceptance was made during the first field survey to MOFAGA, which is in charge of personnel and human resource development for civil servants.

3) Target Priority Areas (Sub-Programs) and Development Issues (Components)

As in Phase 2, Phase 3 consists of 2 sub-programs. However, the sub-program “1. Social and Economic Infrastructure and Mechanism Development which Directly Lead to Economic Growth and the National Livelihoods Improvement” in Phase 2 has been revised to “1. Social and Economic Development which Directly Lead to Economic Growth and the National Livelihoods Improvement” in Phase 3.

As for components, the sub-program “1. Social and Economic Infrastructure and Mechanism Development which Directly Lead to Economic Growth and the National Livelihoods Improvement” in Phase 2 consisted of 3 components (“1-1. Economic Policy”, “1-2. Industrial Development Policy”, and “1-3. Infrastructure Development”). In Phase 3, however, the sub-program “1. Social and Economic Development which Directly Lead to Economic Growth and the National Livelihoods Improvement” was combined into a single component in “1-1. Financial Policy, Economic Policy” and the number of recipients was also changed. Infrastructure development, which was newly added in Phase 2, was excluded from the JDS Program component in Phase 3, and the need to continue accepting JDS fellows in the field of infrastructure development will be considered through JICA’s long-term training scholarship, thereby clarifying the distinction between the JDS Program and JICA long-term training.

The sub-program “2. Governance Enhancement and Basic Framework Development for Democracy” has the same 3 components as Phase 2. However, the number of acceptances was doubled for “2-2. Building of international relations” in order to achieve the expected effects of the

⁶ See Annex 7-4. Valid response obtained from 18 ministries and agencies.

⁷ See Annex 7-4. There was one response that said “unnecessary.” When we called to confirm the reason, it turned out that they did not understand the meaning of the question. Therefore, our result is that all ministries responded “necessary.”

⁸ See Annex 7-4

JDS Program, which is to strengthen the bilateral relationship. Also taken into consideration in this report, in connection with “2-3. Improvement of Legal and Judicial System” were the indispensability of state building through the development of various laws and democratic processes that serve as the foundation of the state for sustainable economic development, as well as the importance of the establishment of democracy in achieving economic growth.

Master’s level: Acceptance framework for Phase 2 and Phase 3

Phase 2		
Sub-Programs	Components	Number of persons
1. Social and economic infrastructure development directly related to economic growth and improvement of people’s lives	1-1. Economic Policy	5
	1-2. Industrial Development Policy	3
	1-3. Infrastructure Development	2
2. Strengthening of governance and creation of democratic infrastructure	2-1. Development of Human Resource and Administrative Capacity of Civil Servants	6
	2-2. Building of International Relations	2
	2-3. Improvement of Legal and Judicial System	2
Maximum number of JDS fellows		20
Phase 3		
Sub-Program	Component	Number of persons
1. Social and economic development which directly leads to economic growth and the national livelihoods improvement	1-1. Financial Policy, Economic Policy	6
2. Strengthening governance and creating basic institutions for democracy	2-1. Development of Human Resource and Administrative Capacity of Civil Servants	6
	2-2. Building of International Relations	4
	2-3. Improvement of Legal and Judicial System	4
Maximum number of JDS fellows		20

4) Target Organizations

The first field survey of this study revealed that Nepal’s federal system is still in transition, that the recruitment of civil servants in the provincial and local governments are limited to temporary staff, and that Gazetted Officers⁹, who are the target of the JDS Program, are assigned from the federal government to the provincial and local governments, and that they are transferred between federal government ministries and agencies and to state and local government agencies approximately every two years. Therefore, an agreement was reached with the Nepalese side to continue to cover Gazetted Officers belonging to all ministries and agencies, without limiting the hierarchy (federal,

⁹ The civil servants in Nepal are classified into two categories: Gazetted Officers, who are required to have high qualifications and are appointed through the Gazette and are in charge of policy formulation, and Non-Gazetted Officers, who are not required to have high qualifications and are not involved in policy formulation and can be appointed by the director-general of each agency. The JDS program targets Gazetted Officers because they are expected to become leaders in the future.

state, and local) and ministries. In Nepal, all development partner-funded scholarship programs for civil servants, including the JDS Program, are managed by the Scholarship Committee, chaired by Chief Secretary which consists of members from MOFAGA and related ministries. The process will continue with the Operating Committee approving the list of eligible institutions prepared by MOFAGA, in accordance with the policy of the JDS Nepal Program targets all ministries and agencies, and approved by the Scholarship Committee prior to the start of the application process.

5) Operating Committee Structure

It has been agreed that the structure of the Operating Committee would remain the same as in the current phase, with three organizations on the Nepalese side (MOF, MOFAGA, and Ministry of Foreign Affairs) and two on the Japanese side (Embassy of Japan in Nepal and JICA Nepal Office).

(5) Verification of Validity

The validity of Nepal's JDS Program was examined from four perspectives: i) consistency with Nepal's development plan, ii) consistency with Japan's Country Development Cooperation policy for Nepal, iii) validity of implementation through Japan's grant aid, and iv) consistency with Japan's foreign policy.

The 10 long-term national goals have been outlined in the 15th Five-Year National Plan. JDS Program contributes to 1.2 "Development and full utilization of Human Capital Potentials" in that it is a human resource development program. As for each component, 1-1 "Financial Policy, Economic Policy" is directly related to 1.4 "High and Equitable National Income," 2-1. "Development of Human Resource and Administrative Capacity of Civil Servants," 2-2. "Building International Relations," 2-3. "Support for the Development of Legal Systems," 2.4 "Good Governance," and 2.5 "Inclusive Democratic Society." The JDS project is therefore highly consistent with Nepal's development plan.

Japan's Country Development Cooperation Policy for Nepal (Ministry of Foreign Affairs of Japan, 2021) lists "Assistance for a balanced and sustainable economic growth, aiming at Nepal's graduation from LDC status" as the major goal, and (1) Economic growth and poverty reduction, (2) Disaster prevention and climate change countermeasures, and (3) Strengthening governance and democracy, as priority areas (medium-term goals). In addition, the Rolling Plan for Nepal in Country Development Cooperation Policy for Nepal (Ministry of Foreign Affairs of Japan, 2021) lists Development Issue 3-1) Human resource development for governance, and Development Issue 3-2) Legal Support as development issues in Priority Area (3) Enhancement of governance and democratization. The JDS Program is positioned as a project to be implemented under the "Enhancement of Governance and Democratization" category and is in agreement with Japan's cooperation policy. The development issues (components) in Phase 3 of the JDS Program are 1-1 Financial Policy, Economic Policy, 2-1 Development of Human Resource and Administrative

Capacity of Civil Servants, 2-2 Building International Relations, and 2-3 Improvement of Legal and Judicial System. These are highly consistent with the country-specific development cooperation policy.

The implementation of the JDS Program through grant assistance is highly valid because it is considered to contribute to the development of outstanding administrative officials who can address the development issues faced by a Least Developed Country (LDC) such as Nepal, and to human resource development that will contribute to strengthening the bilateral relationship. As noted in Chapter 3, 3-4-3 Status of Past JDS Achievements (3) Contribution to Solving Nepal's Development Challenges and (4) Contribution to Bilateral Relations, about half of the returned fellows, 49.2%, responded in the survey for returning fellows who contributed to policy formulation, 7 cases of laws and regulations, 17 cases of policies and 4 cases of development plans, Standard Operating Procedures, etc., along with three cases, identified good practice in the contribution of JDS fellows in the formulation of national policies, laws and regulations, and national plans. With regard to strengthening bilateral relations, 85% of respondents to the same survey indicated that they have contributed to strengthening bilateral relations between Japan and Nepal since their return, and four cases of good practice were identified.

In terms of consistency with Japan's foreign policy, the JDS Program in Nepal, a country located in South Asia, is consistent with the "strengthening of 'knowledge' taking linkage of 'people' a step further," one of the initiatives advocated under "multilayered connectivity" among the four pillars of "Free and Open Indo-Pacific (FOIP)"¹⁰ and is highly consistent with Japan's foreign policy.

As described above, the Nepal JDS Program is a project that will contribute to Nepal's national development by developing and maximizing the use of human capital potential and is highly consistent with Japan's aid policy and foreign policy, confirming its very high validity for implementation.

(6) Approximate Project Cost

Based on the acceptance plan, costs for the first batch of JDS fellows coming to Japan in fiscal 2024 were estimated in January 2023. At this time, the following prerequisites were assumed.

- Amount covered by Nepalese side: None
- Conditions for estimation
- Time of estimation: January 2023
- Exchange rate: 1 US dollar = 142.37 yen, 1 Nepalese rupee = 1.07860 yen
- Period of the project implementation: In accordance with the implementation process.

¹⁰ Ministry of Foreign Affairs (2023) Free and Open Indo-Pacific (FOIP)
<https://www.mofa.go.jp/mofaj/files/100477659.pdf> (April 12, 2023)

- Others: Estimation was prepared in accordance with the grant aid scheme of the Government of Japan.

2. Recommendations

The following recommendations for the implementation of JDS Program in Nepal were obtained from this Preparatory survey.

(1) Strategic Design Improvement

1) Strategizing Selection

In this survey, the acceptance plan was formulated to reflect the Japanese government's foreign policy and priority areas of support, as well as the development agenda of the government receiving support. In particular, with regard to the "Building of International Relations" component, which is closely related to strengthening bilateral relations, the number of officials itself as well as the number of those who can be granted extended leave to study abroad is limited at MOFA, a priority target organization. However, the maximum number of fellows accepted will be increased from two to four, without limiting the target organization to MOFA. In the fourth batch of Phase 2, the implementing agency (hereafter referred to as "the Agent") actively encouraged the foreign service officers to apply for the program in cooperation with MOFA, and the effectiveness of this effort has been confirmed. The continuation of active application encouragement to MOFA and its officers was also confirmed during the survey period.

As part of an effort to strengthen bilateral relations, it was confirmed that application forms and evaluation sheets have been improved to enable applicants' potential contribution to strengthening bilateral relations to be assessed in a comprehensive interview, the Agent actively encouraged foreign service civil servants to apply, in cooperation with MOFA which proved to be effective during the JDS Program Phase2.

In order to foster policy makers who can contribute to a stronger relationship with Nepal and Japan and who can take on more focused development issues in bilateral relations, it is recommended to continue the discussion on the strategic selection process within the Operating Committee. The following points could be taken into account to prioritize the realization of more strategic selection.

- Candidates who hold a higher position at the time of application
- Candidates who hold conditions that will allow them to be promoted upon their return (e.g., completed in-service training which entitles points for the promotion, etc.)
- Candidates whose service groups are expected to contribution to the particular component (e.g., Economic Planning and Statistics Service for Financial Policy, Economic Policy, Foreign Service for Building of International Relations, Judicial Service for Improvement of Legal and Judicial System)

2) Basic Framework: Introduction of One-Year Program

In the process of studying the basic framework for the new phase, the Human Resource Development Officer of the target organization requested that, with regard to the Improvement of Legal and Judicial System component, it would be desirable for Nepalese JDS fellows to be able to choose a course that can be completed in one year, as the host universities in the current phase are offering a one-year course in addition to the two-year course. While the JDS Program places emphasis on securing a longer study period and gaining more experience from the viewpoint of strengthening bilateral relations, outstanding applicants who want to avoid long absences may choose other scholarship programs that can be completed in one year, offered by other development partners. In fact, courses that can be completed in one year shall also be considered in the implementation framework of the Nepal JDS Program as it has been introduced for JDS Programs in some other countries where JDS is implemented.

When introducing the one-year program, it is necessary to pay attention to enabling JDS fellows to obtain master's degree in a short period, as well as the efficient implementation of value-added programs that contribute to strengthening bilateral relations, which is the objective of the JDS program. With regard to the former, attention should be paid to the selection of candidates who prepare a research plan with better quality, and the provision of assistance for the improvement of the research plan by the time of enrollment should be considered. Before and after their arrival in Japan, and during the university's winter and spring vacation periods, it will also be important to efficiently implement the value-added programs described in "4) While studying in Japan: Adding Value to the JDS Program", such as Japanese language training, exchange sessions with Japanese government officials, and the Japanology Program, JICA Development Studies Program¹¹, etc., both in person and online.

3) Before arrival in Japan: Consideration of the improvement of Japanese language training

In Phase 2 of the Nepal JDS Program, the duration of the Japanese language training program has been increased in order to help JDS fellows quickly adjust to their new lives. However, it was confirmed that MOFAGA and the Nepalese JDS fellows who came to Japan in FY2021 commented that it was difficult to balance official duty and language training, issue that JDS fellows cannot use their study leave for Japanese language training before coming to Japan, etc.

¹¹ This program is designed for JICA-related international students, including JDS fellows, and consists of a "Japan Understanding Program" to study the history of modern and contemporary development in Japan beyond the university framework, a "Regional Understanding Program" to study region-specific development cases, and a course on the modern Japanese development experience) established in the degree programs of graduate schools participating in the JICA development study (which is only for JICA-related international students studying at the university concerned only)

In addition, the Japanese language training institution proposed to review the goal from acquiring N5¹² level Japanese language proficiency to Japanese language skills for survival (equivalent to 60 hours).

It is suggested that the pre-arrival language training may start earlier for a longer period and online participation may be permitted in consideration to those working in rural areas. Regarding post-arrival, it may be beneficial to consider flexible timing of the language training program in accordance with the graduate school's schedule, such as taking language courses offered by the university, or language training offered by the JDS program during university vacations, so that fellows can secure time for study. It is proposed to review its syllabus and make it flexible in the form and timing regarding Japanese language training.

4) While studying in Japan: Adding Value to the JDS Program

Adding value to the JDS Program is important for achieving the objective of the JDS Program to contribute to the expansion and strengthening of the foundation of friendly relations between the two countries, as well as for differentiating the JDS Program from other scholarship programs in Japan and similar programs offered by development partners in other countries. In the Nepal JDS Program, the Agent has been implementing initiatives such as the “Japanology Program” and “Value-Added Training” that are considered effective for JDS fellows to acquire a good understanding of Japan. JICA study team proposes that similar initiatives can be continued in the future.

Regarding internships and visits to Japanese government offices and companies, for which there are many requests from JDS fellows, it was confirmed that providing many internship opportunities is difficult because JDS fellows do not have the Japanese language skills necessary to work as interns, and there are few workplaces where English is used. In interviews with faculty members of accepting universities of phase 2, some of them requested that JICA make a systematic effort to contact government agencies to arrange internship opportunities for JDS fellows since it is difficult for universities to approach government agencies individually. As a good practice, there was a case in which an internship was realized at a Japanese government ministry with a department of the JICA headquarters which is dealing the relevant development issue as the contact point. In order to reduce the burden on host organizations caused by the problem of JDS Fellows not having the Japanese language skills necessary for internships, the introduction of a budget that allows host organizations to employ interpreters could be considered. It is suggested that efforts be considered for implementation, with reference to good practices to date.

¹² The JLPT is divided into five levels, from N5, the easiest, to N1, the most difficult.

5) Activities after returning home

① Assignment support

The results of the field survey revealed the issue that while some JDS returned fellows of Phase 1 have been promoted after returning to Nepal and are playing active roles utilizing the results of their study, many have been assigned to departments where the results of their study are not utilized in their post-return assignments.

The results of the field survey revealed that while several returned fellows from Phase 1 of the program have been promoted after returning home and are playing an active role in the government by utilizing the results of their study in Japan, many have been assigned to departments that do not make use of the results of their study in their post-return assignments, In order to solve the aforementioned issues, “Pre-Return Assignment Consultation” was introduced in Phase 2 by the Agent as a “support for assignment to positions where they can make better use of the knowledge they gained during their study in Japan”. As of November 2022, 16 of the 17 returned fellows in the first batch of Phase 2 indicated that they were satisfied with their post-return assignments. The remaining one fellow had already been assigned. It is proposed that support for returned fellows before and after their return to their home countries should continue so that they can obtain appropriate assignments upon their return, in addition to providing continuous support by inviting ministry officials involved in their assignments to follow-up seminars held by host university instructors for returned JDS fellows.

The follow-up seminar, which was introduced in the fourth batch of the second phase, included lectures by university faculty members and presentations by returned fellows on their continued research and how they used the results of their study for their work. Those lectures and presentations will contribute to strengthening the functions of the priority target organizations. The participation of officials from the priority target organizations in the seminars is an excellent opportunity to bridge JDS return fellows who have gained expertise in a particular field through the program. In order to promote the participation of officials from priority target organizations, incentives could be considered, such as issuing a certificate of participation, which would certify that those officials had participated in an opportunity to study a specialized area related to their career.

② Creation of mechanism of sharing research findings

One of the measures proposed by returned fellows to better contribute to solving development issues in their home countries is to “create opportunities for them to present their research during their study in Japan.” In Phase 2, improvements were made by the Agent by holding reporting sessions by component so that reporting sessions for returned fellows will be an

opportunity to share the research results of JDS fellows with decision-making officials of Government of Nepal and have these results lead to policy formulation. All returned fellows invited government officials and returned fellows who are closely related to their respective research topics to present their research results. It is recommended that these good practices be continued in the next phase of the project. In addition, in order to encourage returned fellows to share their knowledge and experiences, it would be effective to have a system whereby returned fellows contribute their master's theses and research to journals published by government agencies. It is also proposed that the Operating Committee consider introducing a mechanism for this purpose.

③ Follow-up seminars planned and organized by JDS Returned Fellows

Follow-up measures for returned fellows just started in the Nepal JDS Program, and an alumni association of JDS alumni has yet to be organized. A follow-up seminar, the first program for follow-up, was held during this survey. As this was the first follow-up seminar, the Agent took the lead in formulating the contents of the program together with faculty members of the host universities. It is proposed that the follow-up program be continued in the future, with the goal of enabling returned fellows to plan, organize, and conduct seminars that better meet their needs in terms of career development and networking.

④ Networking among returned fellows

Although there is a strong desire among returned fellows to form an alumni association,¹³ the JDS Program did not have the budget to implement a follow-up program for returned fellows until FY2022, and the program did not provide a forum for returned fellows to gather. This is thought to be the reason behind the lack of organization. Based on the examples of development partners in other countries, -it is believed that organizing returned fellows is effective for establishing their identity as JDS alumni and for networking with them to develop their careers. In the third phase, it is expected that the momentum will be enhanced through the follow-up seminars described above, as well as through opportunities such as reporting sessions where returned fellows present the results of their studies together. It is also expected that through the follow-up program, the Agent will be able to identify returned fellows who can play key roles to organize the alumni association. As suggested in the following ⑤Networking between returned fellows and JICA officials and ⑥Networking between returned fellows and the Japanese community in Nepal, the Agent could also serve as a bridge between the alumni association and the Japanese community.

¹³ See Annex 7-5

⑤ Networking between returned fellows and JICA officials

This survey has identified a certain number of returned fellows who have a desire to make contributions to their home countries, but have not been able to find contact with Japanese society after returning home. JICA has been updating the information on the placements of returned fellows once a year through the Agent, and will continue to monitor the movements of returned fellows on a regular basis, with the aim of forming more partnerships with JDS returned fellows.

With the approval of returned fellows, data on returned fellows will be shared not only with the JICA Nepal Office but also the Embassy of Japan in Nepal so that they can be linked to Japanese officials as necessary. It is proposed to use the data on returned fellows, such as using the database to search for personnel who can serve as contact with Government of Nepal for operations and activities of each organization, and to invite relevant returned fellows when conducting training and other activities.

The JDS Program is not just a scholarship program. It is implemented as Japan's development assistance, and like other JICA programs, it is implemented in line with the development cooperation policy for the target countries. The JDS program has received cooperation in the past in the form of announcements on the Facebook page of JICA field office and individual recommendation for application to outstanding administrative officials of Government of Nepal through experts and JICA officials. The recommendation for applications through JICA officials is an effective means of connecting Japan with outstanding administrative officials in partner countries who play important roles in the areas of development cooperation.

⑥ Networking between returned fellows and the Japanese community in Nepal

A survey conducted during this field survey on the possibility of building relationships with the Japanese community in Nepal has confirmed the view that collaboration with returned fellows, who are familiar with the latest government policy trends and procedures, would be beneficial for Japanese companies and NGOs operating in Nepal. It is expected that the Agent will play a role in promoting cooperation by, for example, inviting returned fellows to external events held by Japanese associations, etc., and inviting the Japanese community in Nepal to gatherings of returned fellows.

6) Improvement and strengthening of publicity and promotion methods

In order to provide equal opportunities in view of the COVID-19 pandemic and local government officials working in rural areas in applying for the Nepal JDS Program, an online application system was launched in the second batch of Phase 2 of the program. As a result of having implemented the program online over the years, publicity, holding meetings, conducting training, monitoring, and other aspects of the project in general have become increasingly digitalized in

addition to the application process. On the other hand, the situation of the COVID-19 pandemic has settled in Nepal, and it is proposed that the project will be implemented in the future by utilizing the benefits of both face-to-face and online applications.

(2) Program Monitoring

The basic study “Verification of the Outcome of the Project for Human Resource Development Scholarship (JDS)” conducted by JICA in 2020, (Hereinafter referred to as ‘the basic study (2020)’) proposed a periodic and qualitative evaluation of the project. Based on this proposal, this survey examined and compiled a set of performance indicators for monitoring JDS Programs for each of the expected effects of the JDS Programs. Using these indicators, It is proposed to conduct an evaluation of the project once every four years in line with the timing of the preparatory survey. In doing so, it would be beneficial to extract examples of good practices and lessons learned for outcomes that cannot be quantitatively expressed in view of the nature of the project.

(3) Issues and Considerations for Doctoral Programs

1) Prevention of Withdrawals

A situation in which alternate candidates could not be sent to Japan when the successful candidates withdrew after the closing of admission procedures for the alternate candidates, continued in the Nepal JDS Program. Withdrawal of doctoral fellows is identified as a serious issue by the Operating Committee members on both the Japanese and Nepalese sides. The measures to prevent doctoral fellows from withdrawing from the program will be discussed further to be decided by the Operating Committee after the next phase of implementation is officially decided. It is proposed that effective withdrawal prevention measures are introduced by the next intake.

2) Prevention of Incompletion

In order to complete the doctoral program within the period of study, it is necessary to establish a system for selecting doctoral fellows with high prospects for success. In response to this situation, “the applicant should have published one or more peer-reviewed paper/s, in principle” was added as an eligibility requirement to the revised 2021 “Guidelines of the JDS Doctoral Program” for doctoral applicants, and the same requirement was introduced for Nepal from the fourth batch. Although there is room for discussion on whether to consider this as a requirement for application or a desirable condition, the following requirements are also seen to be effective in preventing failure to obtain a doctoral degree, and it is proposed that they be considered in future calls for applications.

- The doctoral thesis must be an extension of the master’s thesis.
- The applicant’s academic supervisor at the time of acquisition of the master’s degree continues to supervise the fellows.

- If the supervisor is not the supervisor of the master's degree, the candidate already has academic exchanges with the supervisor through academic conferences, etc.
- The applicant is able to concentrate on his/her studies for three years. (Study leave can be taken for all three years.)

(4) Comparative Advantages Over Other Development Partner Programs

As a result of verifying and compiling the comparative advantages over scholarships offered by development partners in other countries, the JDS program was superior in the following 5 points:

- Continuity of the host system with each phase consisting of 4 years (the number of fellows accepted and fields of study reflecting the needs of the recipient countries)
- Effective support exclusively for administrative officials
- Acceptance into doctoral programs that enable the training of highly knowledgeable government officials directly related to the development issues of the host country.
- Excellent language training
- Generous support by the Agent

In order for the JDS Program to maintain its excellence as a scholarship program, it is essential to secure more outstanding candidates. It is therefore desirable to further promote its comparative advantages to potential applicants and organizations to which they are affiliated. Meanwhile, it is proposed that the areas where the JDS Program is not demonstrating advantage or has a low comparative advantage compared to programs offered by development partners in other countries listed below to be considered for improvement.

1) Social inclusion

In the Nepal JDS program, consideration for social inclusion, including gender consideration, in the selection process is limited to giving preference only in the case of a tie at the final interview, but it would be possible to consider a further step in consideration in light of the characteristics of Nepal, which has declared itself an Inclusive State.

2) Flexible study periods

Provide flexibility by offering master's courses completed in 1 year and the option of interrupting the study and returning again when it becomes necessary due to work-related circumstances.

3) Approach to high-ranking universities

One of the attractive features of scholarship programs in other countries is the possibility to study at high-ranking universities, attractiveness of the JDS Program shall be appealed to university officials in Japan so that high-ranking universities in Japan will be included in the host universities.

In order to become a JDS-accepting university, the university must cooperate in the recruitment, selection, and follow-up seminars conducted by the JDS program including sending a faculty member for in-person technical interviews held in the host countries, and in principle to accept at least two JDS fellows each year for four years.

The interviews with universities that currently accept JDS fellows suggest that higher-ranking universities tend to seek higher-quality students. Some faculty members expressed dissatisfaction with the fact that the candidates selected by the universities at the technical interview that the universities consider to be of higher quality, do not always end up becoming JDS fellows, because, under the current selection process, the accepting university is expected to select twice the number of candidates to the maximum accepting quota per year through the technical interview; then, the Operating Committee selects the final JDS fellows from those who are selected by the universities based on priority. It is important to review the selection process to enable the selection of JDS fellows to be of high quality that the high-ranking universities seek.

(5) Gender Equality Promotion Efforts and Women’s Leadership Development

In this survey, the initiatives that will contribute to gender equality promotion and women’s leadership development at each stage of the JDS Program are identified as listed below. (New proposals that have not been implemented by the Agent are shown in bold.) It is hoped that these series of initiatives will create a virtuous cycle of women’s leadership development through the JDS Program.

1) Application recommendation stage	<ul style="list-style-type: none"> • Encouragement of applications through the network of female civil servants and existing advocacy groups working on gender equality • Holding recruitment briefings by female returned fellows exclusively for female civil servants • Holding information sessions open to family members that can be utilized to obtain the consent of such family members • Sharing information on childcare support in Japan • Introduction of a female mentor system in which returned fellows act as mentors to guide applicants
2) Application	Relaxation of time limit for submitting official approval for studying in Japan from affiliated ministries (as a relief for female civil servants who are unable to apply due to failure to submit the form in time).
3) Selection	If male and female applicants are equally qualified, preference will be given to female applicants.
4) While in Japan	Gender mainstreaming training
5) After return	Assistance for networking and provision of trainings for career development of female civil servants

TABLE OF CONTENTS

Chapter 1.	Background and History of the JDS Program.....	1
1-1	Present Conditions and Issues of JDS Program.....	1
1-1-1	Background of the JDS Program.....	1
1-1-2	Issues of the JDS Program.....	2
1-1-3	Results and Issues of JDS Program in Nepal.....	4
1-2	Background and Details of the Grant Aid Request.....	6
1-3	Status of Career Path and Human Resources Development of Civil Servants.....	7
1-3-1	Administrative System in Nepal.....	7
1-3-2	Ranks and Positions of Civil Servants.....	7
1-3-3	Career Paths.....	10
1-3-4	Human Resource Development System.....	11
1-3-5	Study Abroad and Career Paths.....	13
1-3-6	Enrollment and Study Leave.....	13
1-3-7	Reinstatement after Returning from Study Abroad.....	14
1-3-8	Retirement Age for Civil Servants.....	14
1-4	Trends of Japan's Assistance.....	14
1-4-1	Bilateral Assistance.....	14
1-4-2	Assistance Through International Framework.....	16
1-4-3	Scholarship Programs Offered by Japan.....	16
1-4-4	Assistance Offered Through Private Organizations.....	18
1-5	Status of Exchange in Private Sector.....	19
1-6	Trends of Assistance Offered by Other Development Partners.....	19
1-6-1	Trends of Assistance Offered by Major Development Partners.....	19
1-6-2	Scholarship Programs Offered by Other Development Partners.....	21
Chapter 2.	Content of JDS Program.....	28
2-1	Overview of JDS Program.....	28
2-1-1	Basic Design of JDS Program in Nepal.....	28
2-1-2	Implementation System.....	32
2-1-3	Basic Plan for Sub-Programs (Master's Program).....	34
2-1-4	Consideration of continued acceptance into Doctoral Programs.....	34
2-2	Outline of JDS Program Project Cost.....	37
2-3	Outline of Obligations of Nepali Side.....	37
2-4	Schedule of JDS Program.....	38
2-5	Effective Methods of Recruitment, Selection and Application.....	39
2-6	Pre-Arrival Orientation, Post-Arrival Training and Value-Adding Activities.....	41
2-6-1	Implementation of Pre- and Post-Arrival Orientations.....	41

2-7	Monitoring and Welfare Guidance	42
2-7-1	Implementation System	42
2-7-2	Monitoring.....	43
2-7-3	Welfare Guidance.....	43
2-8	Follow-Up Plan.....	45
2-9	Consideration of Japanese-Language Medium Quota	46
Chapter 3.	Verification of Validity and Effectiveness of the JDS Program.....	47
3-1	Consistency of JDS Program with Development Agenda and Country-Specific Development Cooperation Policies.....	47
3-1-1	Consistency with Development Plan of Nepal.....	47
3-1-2	Consistency with Japan’s Development Cooperation Policy for Nepal.....	47
3-1-3	Relevance of Implementation as Japanese Grant Aid	49
3-1-4	Consistency with Japan’s Foreign Policy	49
3-2	Anticipated Effectiveness of JDS Program.....	50
3-3	Comparative Advantage Over Scholarships Offered by Other Development Partners.....	51
3-4	Evaluation Indicators of the Project and Other Related Data	56
3-4-1	Evaluation Indicators of the Project	56
3-4-2	Data Related to Evaluation Indicators for Nepal JDS Program	57
3-4-3	Status of Past JDS Achievements.....	57
3-5	Issues and Recommendations	62
3-6	Conclusion	79

Annexes

Annex 1.	List of Preparatory Survey Team Members.....	A-1
Annex 2.	Flow Diagram of the Preparatory Survey.....	A-2
Annex 3.	List of People Interviewed by the Preparatory Survey Team.....	A-3
Annex 4.	Minutes of Discussions (MD).....	A-5
Annex 5.	Phase 3 Priority Areas: Number of JDS Fellows to be Accepted by Development Issues.....	A-30
Annex 6.	Basic Plan for the Priority Target Area	A-31
Annex 7.	Other Reference Materials for the Preparatory Survey	A-60

LIST OF FIGURES AND TABLES

< Figures >

Figure-1	Projects for International Student Acceptance Offered by Japan (Bilateral/ Multilateral) and JICA (Training Fields/Project Objectives)	18
Figure-2	Relationship between the Priority Areas of Country Development Cooperation Policy for Nepal and JDS Program (Sub-Programs)	48
Figure-3	Proposed Initiatives at Each Stage of the JDS Program and the Virtuous Circle Process of Women Leader Development	78

< Tables >

Table-1	Acceptances Through JDS by Country (unit: persons)	1
Table-2	Recommendations and Approaches for Attainment of JDS Program Goals and Proposed Measures	3
Table-3	Number of JDS fellows Coming to Japan Through JDS Nepal Program by Gender and Rate of Incompletions	4
Table-4	Returned JDS fellows Promoted to Joint Secretary Post and Higher (as of May 2023).....	5
Table-5	Job Ranks of Gazetted Civil Servants	7
Table-6	List of Target Population of JDS by Rank, Civil Service Category and Gender.....	9
Table-7	Ranks, Positions and Promotional Requirements for Gazetted Officers	10
Table-8	Training Institutes of Government of Nepal Related to Components of JDS Program	12
Table-9	Period of Leave of Absence for Study and Public Service Obligations for Civil Servants.....	14
Table-10	Japan’s Development Cooperation Policy for Nepal.....	15
Table-11	Scholarship programs Offered by Japan (Bilateral/ Multilateral: Contribution to International Organizations) and JICA in Nepal.....	17
Table-12	Ranking by Aid Scheme (million dollars US).....	20
Table-13	Aid by Major Aid Partners	20
Table-14	Scholarship Programs by Other Development Partners in Nepal.....	21
Table-15	Number of Scholars from Nepal in the Past Three Years Funded by Australia Awards Scholarships.....	23
Table-16	Number of Participants from Nepal in the Past Four Years in the KOICA Scholarship Program	25
Table-17	Master’s Level: Overview of Acceptance Plan in Phase 2 and Framework for Acceptance in Phase 3	30
Table-18	Acceptance Framework of JDS Program in Nepal.....	33

Table-19	Successful Cases of Doctorate Holders	36
Table-20	Flow of the Four Terms in Phase 3 of the Main JDS Program (from 2023 to 2026).....	38
Table-21	Ten Long-Term National Goals Indicated in the 15th National Plan.....	47
Table-22	Rolling Plan for Nepal.....	48
Table-23	Comparative Advantages of the JDS Program to Scholarship Programs by Other Development Partners	52
Table-24	Nepal JDS Data Sheet (as of March 2023).....	57
Table-25	Affiliations of returned fellows	59
Table-26	Number and Percentage of Returned JDS Fellows by Civil Service Category (as of December 2022)	59
Table-27	Effective Value-Added Offerings.....	66
Table-28	Comparison of WEF’s Global Gender Gap Index 2022 Rankings Between JDS Implementing Countries and Japan.....	76

LIST OF ABBREVIATIONS

Abbreviation	English term
ADB	Asian Development Bank
DAC	Development Assistance Committee
E/N	Exchange of Notes
FOIP	Free and Open Indo-Pacific
G/A	Grant Agreement
GPA	Grade Point Average
IECCD	International Economic Cooperation Coordination Division
IMF	International Monetary Fund
JAAN	JICA Alumni Association of Nepal
JASSO	Japan Student Services Organization
JCCN	Japanese Chamber of Commerce in Nepal
JDS	The Project for Human Resource Development Scholarship
JUAAN	Japanese Universities Alumni Association, Nepal
KAAN	KOICA Alumni Association of Nepal
KOICA	Korea International Cooperation Agency
LDC	Least Developed Country
LLDC	Landlocked Developing Countries
M/D	Minutes of Discussion
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOFAGA	Ministry of Federal Affairs and General Administration
NASC	Nepal Administration Staff College
NGO	Non-governmental Organizations
NPC	National Planning Commission
OC	Operating Committee
OECD	Organization for Economic Co-operation and Development
PD	Positive Discrimination
PSC	Public Service Commission
SDGs	Sustainable Development Goals
TA	Technical Assistance
UN	United Nations
UNICEF	United Nations Children's Fund
WEF	World Economic Forum
YLP	Young Leaders' Program

Chapter 1. Background and History of the JDS Program

1-1 Present Conditions and Issues of JDS Program

1-1-1 Background of the JDS Program

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid program for accepting foreign students established in FY1999 under the Japanese Government’s “Plan for Acceptance of 100,000 Foreign Students.” The program aims to “accept outstanding young administrative officials who are expected to become future leaders in target countries as foreign exchange students at Japanese graduate schools. Upon their return to their home countries, they will be active in the planning and implementation of social and economic development plans as personnel with specialized knowledge acquired during their studies in Japan, and eventually become people with good understanding of Japan, thereby expanding and strengthening the foundation of friendly relations between the two countries. In addition, they will contribute to the expansion and strengthening of the foundation of friendly relations between the two countries as sympathetic supporters of Japan¹⁴.

The JDS Program began in 1999 with 2 countries, Uzbekistan and Laos. Initially, the program primarily targeted countries in Asia that were in transition to market economies, but later expanded to include Ghana in Africa in 2012 and Nepal (“Nepal”) in 2016. In 2021, the program also started receiving JDS fellows from the Maldives, Kenya, and El Salvador, and is scheduled to receive fellows from Ukraine in FY2023. As of the end of FY2022, the program has accepted a cumulative total of approximately 5,700 JDS fellows from 19 countries¹⁵.

Table-1 Acceptances Through JDS by Country (unit: persons)

Country	Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total	
① Uzbekistan		20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	17	17	16	16	19	19	399	
② Laos		20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	22	22	22	22	22	22	22	486
③ Cambodia			20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	26	26	26	522
④ Vietnam			20	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	30	62	63	61	63	25	788	
⑤ Mongolia			20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	18	22	22	22	22	16	16	400	
⑥ Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	30	33	33	33	32	33	33	492	
⑦ Myanmar			14	19	20	30	30	30	30	22	22	22	44	44	44	44	44	48	48	48	48	48	43	0	648	
⑧ China				42	43	41	43	47	47	48	45	39	35	—	—	—	—	—	—	—	—	—	—	—	—	430
⑨ Philippines				19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	20	21	21	21	17	20	419	
⑩ Indonesia				30	30	30	30	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	120
⑪ Kyrgyzstan								20	20	18	14	14	14	15	15	15	15	15	15	15	19	20	18	20	268	
⑫ Tajikistan									3	5	5	5	5	5	5	5	5	5	8	8	8	13	15	16	106	
⑬ Sri Lanka										15	15	15	15	15	15	15	15	15	17	17	17	17	17	17	205	
⑭ Ghana														5	5	5	10	10	10	10	10	13	13	13	104	
⑮ Nepal																			20	20	20	20	21	21	144	
⑯ East Timor																					8	8	8	7	31	
⑰ Pakistan																						17	16	16	67	
⑱ Bhutan																					10	10	9	9	38	
⑲ Maldives																							6	6	12	
⑳ Kenya																							10	9	19	
㉑ El Salvador																							7	7	14	
Fiscal year total		40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	281	321	360	367	381	302	5,712	

Source: Prepared by the JICA Preparatory Team based on Acceptance Results by Country of the Project for Human Resource Development (2022)

¹⁴ See: https://www.jica.go.jp/activities/schemes/grant_aid/summary/JDS.html (Nov. 15, 2022)

¹⁵ The program continues to accept students from 15 countries: Uzbekistan, Laos, Cambodia, Vietnam, Mongolia, Bangladesh, Myanmar, China, the Philippines, Indonesia, Kyrgyzstan, Tajikistan, Sri Lanka, Ghana, and Nepal, but no students have been accepted from Indonesia since 2006, when the program began accepting students through yen loans, and from China since FY2012.

The JDS Program initially targeted young administrative officials, practitioners, researchers, and others that contributed to the social and economic development of the target countries. However, a new system has been introduced since FY2008. Under the new system, the JDS Program is limited to civil servants capable of formulating policies to solve problems in their country. Subprograms (priority areas of assistance) and components (development issues) were also formulated for each target country based on Japan's development cooperation policy (priority areas of assistance), as well as development issues and human resource development needs of the target country. Japanese host universities were selected accordingly. In addition, an effort was made to select and concentrate the development assistance of that the Japanese government through the JDS Program by accepting foreign students in the same target fields of study, target organizations and host universities for 4 terms. This is expected to form a "critical mass" of returned JDS fellows in each ministry and agency.

1-1-2 Issues of the JDS Program

Regarding the issues of the JDS Program as a whole, "JICA basic research: verification of the outcome of the project for human resource development scholarship (JDS)," a basic study conducted by JICA in 2020, found that the competition for outstanding administrative officials is intensifying due to increase and diversification of scholarship programs across countries and the higher education of young administrative officials, and that the competitive ratio of applicants is decreasing in some target countries. In addition, although this program originally targets young civil servants in central government agencies who are responsible for national policy-making, the scope of the program has expanded to include some civil servants, technical officials, local administrative officials, and public university faculty members in the field of business and in external bureaus, as a result of the intentions and situation in the target countries. Furthermore, the system for maintaining the official relationship between returned fellows and Japan, including the budget for projects, is not yet in place. In order for the JDS program to maintain its recognition as a highly valuable scholarship program, it is necessary to differentiate the program by making its features more distinctive. Recommendations and measures for achieving results, such as design improvements to strengthen the strategy (approach: clarification of targets, strategic selection, and high added value/branding), consideration for doctorate programs, and confirmation and monitoring of project results (approach: introduction of qualitative evaluation), have been proposed.

Table-2 Recommendations and Approaches for Attainment of JDS Program Goals and Proposed Measures

Recommendations	Approaches	Specific Measures for Attainment of JDS Program Goals (Draft)		
Improve design for strategy strengthening (JDS Program needs to be more distinctive and differentiated in order to continue to be recognized as a highly valuable scholarship program in the future)	Clarification of target	Coordination with other scholarship programs offered by the Japanese government and JICA		
	Strategization of selection	Establish a special selection quota in which the Japanese side strategically selects target organizations, sectors, and candidates		
	High added value Branding	Basic framework	Introduction of 1-year master's program	Expansion of target to middle-class officials by relaxing age restrictions
			Pre-arrival program	
		Post-arrival program	Exchange meetings and networking with Japanese government officials	Internships
			Post-return activities	Enhancement of follow-up programs (sharing and dissemination of the list of returned fellows with Japanese organizations, support for strengthening the alumni association network, etc.)
		Improvement and strengthening of PR and promotion methods	Improvement of PR media design	Introduction of online application
Selection of applicants with high potential to be able to obtain a doctoral degree within three years				
Consideration for doctorate programs	Subdivision of project results and indicators of achievement			
	Periodic and long-term monitoring of results			
Project Outcomes and Monitoring (Introduction of qualitative evaluation)				
Approach to Entrance and Exit Strategies	At the time of program transition	From fostering core government officials with expertise in contributing to solving development issues to high-level policymakers who are responsible for more focused development issues in terms of bilateral relations. Intended for policy formulating agencies and departments, social science departments, and central government agencies.		

Source: Prepared by the JICA Preparatory Team based on the Basic Research Report, "Effectiveness Verification of the Human Resource Development Scholarship Program (JDS)."

The report also states that JDS can be divided into three phases: 1) development issues, 2) development issues plus Japan's national interests, and 3) expectations of diplomatic effects, and suggests the need to review the target organizations and human resources according to the stage the implementing country is in. In particular, the report recommends that implementing countries that have completed the first stage of the program need to manage the program in a manner that contributes more to bilateral relations, such as by setting special quotas for organizations that offer significant economic and diplomatic benefits from Japan's perspective.

1-1-3 Results and Issues of JDS Program in Nepal

(1) Results

1) Acceptance results and degrees

The JDS Program in Nepal was launched in FY2015 and began accepting foreign students in FY2016. In Phase 1, 20 master's JDS fellows were accepted each year. In Phase 2 which began in FY2019, a quota of 2 doctoral fellows was added to 20 master's degree fellows each year. As of October 2022, a total of 140 master's degree fellows and 3 doctoral fellows have arrived in Japan, with all 100 master's degree fellows returning home with their master's degrees, and 40 master's degree fellows and 3 doctoral fellows are currently studying in Japan. All of the 100 returned fellows continue to work as civil servants and are active in the same or higher positions as they were when they came to Japan.

Table-3 Number of JDS fellows Coming to Japan Through JDS Nepal Program
by Gender and Rate of Incompletions

Batch	Year of arrival	Number of fellows	Number by gender			Number of incompletions
			Male	Female	Percentage of female	
First	2016	20	16	4	20	0
Second	2017	20	14	6	30	0
Third	2018	20	17	3	15	0
Fourth	2019	20	17	3	15	0
Fifth	2020	Master's 20/ Doctorate 1 ¹⁶	17/1	3/0	15/0	0
Sixth	2021	Master's 20/ Doctorate 1	16/1	4/0	20/0	Studying in Japan
Seventh	2022	Master's 20/ Doctorate 1	16/1	4/0	20/0	Studying in Japan
Total		Master's 140/ Doctorate 3	113/3	27/0	19.3/0	0

In the interview with MOFAGA, some commented that, compared to scholarship programs by other countries, the JDS Program is highly rated because it targets only administrative officials and supports human resource development by allocating a fixed quota for 20 master's degree and 2 doctorate programs in Nepal each year. In addition, Ministry of Justice, which is one of the priority target organizations, mentioned the contribution of returned JDS fellows to the Ministry and rated the project highly.

2) Promotion and Transfer

The Nepalese civil service system basically employs a seniority-based personnel system. However, there is also an open competitive system in which those seeking promotion can be promoted to ranks 2 levels higher by passing a promotion examination. Currently, out of the 100 JDS fellows

¹⁶ In FY2020, 2 doctorate students were scheduled to come to Japan. However, one student did not come due to personal reasons and studied the doctorate program remotely for 1 year and withdrew in the second year.

who have returned to Nepal, 1 has been promoted to Secretary, and 4 are working in important positions at the Joint Secretary level, with the ratio of director-general level (Secretaries and Joint Secretaries) among the returned JDS fellows reaching 5%. Among JDS recipient countries in South Asia, the number of returned JDS fellows at Joint Secretary or director-general level or higher and the ratio to all returned JDS fellows was 3.8% (14 to a total number of returned JDS fellows of 360) in Bangladesh, 2.9% (4 to 137) in Sri Lanka, and 0% (0 to 18) in Pakistan, and Nepal showed high performance compared to other countries.¹⁷

Table-4 Returned JDS fellows Promoted to Joint Secretary Post and Higher (as of May 2023)

Batch	Name	Current affiliation	Current position title
First	Mr. DUWADEE, Gokarna Mani	Election Commission Nepal	Secretary
First	Mr. GHIMIRE, Narhari	Commission for Investigation of Abuse Authority, Hetauda	Office Head (Joint Secretary)
First	Mr. CHHETRI, Ashok Kumar	Special Court of Kathmadu	Registrar (Joint Secretary)
Second	Mr. RIJAL, Khagendra Prasad	District Administration Office, Baktapur	Chief District Officer (Joint Secretary)
Second	Ms. CHAUDHARY, Munni Kumari	National Statistics Office	Deputy Chief Statistician (Joint Secretary)

(2) Issues

1) Withdrawal of foreign exchange candidates after acceptance

In Phase 2, a total of 6 candidates (3 master's degree and 3 doctoral degree fellows) withdrew from the program after the final selection of JDS fellows. In the master's program, JDS fellows were able to come to Japan without falling short of the 20-person quota by moving up the alternate successful candidate, partly due to the relatively early notice of declination from successful applicant and cooperation of the host university. In the doctoral program, however, only one fellow came to Japan for the maximum quota of two for three consecutive years since the start of the program due to last-minute withdrawals. As a measure for preventing withdrawals, the JDS Program started reconfirming prior to the comprehensive interview of the third batch of the program that applicants had not applied to any other scholarships and obtained a written pledge that they would not withdraw from the program after being accepted. Nevertheless, applicants still withdrew in the third batch, causing inconvenience to all concerned, including the host university. In particular, withdrawal just before arrival in Japan is a great opportunity loss for Nepal, since it is already too late for the next candidate in line to apply. There is an urgent need to introduce effective measures to prevent accepted JDS fellows from withdrawing. Specific efforts and

¹⁷ Preparatory Survey Report for Human Resource Development Scholarship Project in Bangladesh (June 2021), Preparatory Survey Report for Human Resource Development Scholarship Project in Sri Lanka (June 2021), Preparatory Survey Report for Human Resource Development Scholarship Project in South Asia Region; Islamic Republic of Pakistan (June 2022)

responses will be described in 1) Prevention of withdrawals, (3) Issues and Considerations for Doctoral Programs, in Section 3-5 Issues and Recommendations.

2) Appropriate placement of foreign exchange students

Gazetted officers, who are the target of Nepal's JDS Program, are frequently transferred to central ministries, provincial governments, and local governments within the federal government. In addition, JDS returned fellows were not always assigned to departments where they could make the most of their knowledge and experience gained in Japan after returning to Nepal. In order to realize the anticipated effect of the JDS Program, which is to "enable JDS returned fellows to contribute to the formation and implementation of policy so that they can solve problems after returning to their home countries," whether or not they are assigned to institutions where they can utilize the expertise acquired in Japan upon their return will greatly determine the success of the program. It is very important for Government of Nepal to continuously work towards realization of appropriate assignment of returned JDS fellows. Specific efforts and responses will be described in 6) Post-return Activities of Paragraph (1) Strategic Design Improvement in Section 3-5 Issues and Recommendations.

1-2 Background and Details of the Grant Aid Request

Nepal is a landlocked country located between China and India, with a gross national income (GNI) per capita of US\$1,190 (World Bank, 2020) and classified as a Least Developed Country (LDC) with 3-year mean gross national income per capita of US\$1,018 (OECD/DAC, 2022/23). In addition to geographical constraints of being landlocked, the country faces challenges from natural disasters, inadequate social infrastructure, and governance issues, as well as low productivity of agriculture, which is its major industry. It has the lowest income level in Southeast Asia and qualifies as countries eligible for interest-free loans as defined by the International Development Association (IDA) of the World Bank Group. The country was in the process of recovering from the Great Earthquake of 2015, but the economy has declined significantly due to the outbreak of the COVID-19 pandemic, making sustainable economic growth an urgent issue. It is important for the country's development to strengthen governance, which is at the core of self-sustaining development, establish democracy, and continue support for the country's transition out of the Least Developed Country category.

Japan and Nepal have consistently maintained good relations since establishing diplomatic ties in 1956. From a geopolitical perspective, Nepal is a buffer between India and China, and the stable development of the country is important as it contributes to the stability of the region.

In Nepal, Phase 1 of the JDS Program started in 2015 and has accepted 20 master's degree JDS fellows each year since 2016. Phase 2 which started in FY2019 has been accepting 2 doctoral fellows in addition to 20 master's fellows each year. Since Phase 2 will end with the acceptance of the fourth batch of JDS fellows currently being recommended for application and arrive in FY2023, this preparatory survey for

cooperation was conducted in response to the request from Government of Nepal for the continuation of the JDS Program.

1-3 Status of Career Path and Human Resources Development of Civil Servants

1-3-1 Administrative System in Nepal

A federal state system was introduced to Nepal in September 2015 with the promulgation of new constitution. Accordingly, Government of Nepal now assumes a 3-tier structure consisting of the federal government, 7 provincial governments, and 753 local governments.

1-3-2 Ranks and Positions of Civil Servants

(1) Ranks of civil servants

Nepal’s civil service system is regulated by the Civil Service Act-2049 (Fourth Amendment 2014), which divides the gazetted positions covered by the JDS Program into 4 tiers. The new Constitution gives the federal, state, and local governments the authority to recruit their own civil servants. However, the federal system was still in transition when this study was conducted in October 2022, and recruitment of civil servants by state and local governments was limited to temporary staff. As for Gazetted Officers who are in charge of policy making, Chapter 4, Article 18 (3) of the Civil Service Act classifies the service areas in the country into four regions. Gazetted Officers are assigned from the federal government to state and local governments in accordance with the minimum length of service stipulated for those service areas and the rules for transferring between those service areas every two years. The Civil Service Adjustment Act adopted in 2018 stipulates the grades of Gazetted Officers when they are transferred from the federal government to state and local governments, as shown in Table-5. When Gazetted Officers are transferred from the federal level to state and local level based on length of service, two grades are added to the ranks depending on the length of service. No grade level is added to the grade when transferring from the state and local to the federal level.

Table-5 Job Ranks of Gazetted Civil Servants

Grade	Federal government	Province and local governments	Years of service	Adjustments made on transfers from the federal government
Special	Chief Secretary/ Secretary			
First	Joint Secretary	Officer level 11	5 years and above	Addition of 2 grades
Second	Under Secretary	Officer level 10	Less than 5 years	
		Officer level 9	5 years and above	Addition of 2 grades
Third	Section Officer	Officer level 8	Less than 5 years	
		Officer level 7		Addition of 2 grades

Source: Prepared by JICA Preparatory Team based on Article 4, Chapter 4 of the Civil Servant Law and the Civil Service Adjustment Act (2018) p7 (in Nepali)

(2) Positions of civil servants

According to data provided in October 2022 by Department of National Personnel Records, a department of MOFAGA that holds the personal records of all government officials, the total number of civil servants is 88,371. In the civil service, the officials are classified into 2 categories: Gazetted Officers who are in charge of policy formulation and Non-Gazetted Officers who are not in charge of policy formulation. There are 15,219 Gazetted Officers, accounting for 17.2% of all civil servants. Civil servants are classified into 13 service groups by job type, including Administrative, Judicial, and Engineering, with Administrative having the highest percentage, accounting for 5,629 or (37.0%) of all Gazetted Officers.

The male-to-female ratio among Gazetted Officers is 84% male and 16% female. A corrective measure for disparity (Positive Discrimination [PD]) quota of up to 45% has been introduced for the recruitment of all civil servants, with 33% of the PD quota (15.8% of the total civil service) applied to women and the rest to other specific groups that have suffered social discrimination (Article 7.7, Chapter 3 of the Civil Service Law)¹⁸.

¹⁸ Consisting of adivasis/janajatis (27%), madhesis (22%), dalits (9%), persons with disabilities (5%) and persons from backward areas (4%).

Table-6 List of Target Population of JDS by Rank, Civil Service Category and Gender

Rank Service Group	Special Class				First Class				Second Class				Third Class				Total			
	Male	Female	Percent age of female	Total	Male	Female	Percent age of female	Total	Male	Female	Percent age of female	Total	Male	Female	Percent age of female	Total	Male	Female	Percent age of female	Total
Administration	38	3	7.3	41	278	22	7.3	300	1,122	118	9.5	1,240	3,401	647	16.0	4,048	4,839	790	14.0	5,629
Economic planning and statistic	-	-	-	-	3	-	-	3	52	2	3.7	54	107	14	11.6	121	162	16	9.0	178
Foreign	1	-	-	1	24	1	4.0	25	35	14	28.6	49	74	20	21.3	94	134	35	20.7	169
Judicial	11	2	15.4	13	85	5	5.6	90	417	65	13.5	482	748	333	30.8	1,081	1,261	405	24.3	1,666
Engineering	6	-	-	6	128	7	5.2	135	677	51	7.0	728	1,649	270	14.1	1,919	2,460	328	11.8	2,788
Agriculture	1	-	-	1	38	9	19.1	47	271	31	10.3	302	733	182	19.9	915	1,043	222	17.5	1,265
Forestry	1	1	50.0	2	22	1	4.3	23	175	12	6.4	187	721	113	13.5	834	919	127	12.1	1,046
Education	-	-	-	-	17	1	5.6	18	311	27	8.0	338	536	130	19.5	666	864	158	15.5	1,022
Health	-	-	-	-	2	1	33.3	3	17	6	26.1	23	413	106	20.4	519	432	113	20.7	545
Miscellaneous	-	-	-	-	3	-	-	3	30	23	43.4	53	292	136	31.8	428	325	159	32.9	484
Audit	3	1	25.0	4	18	1	5.3	19	85	3	3.4	88	143	38	21.0	181	249	43	14.7	292
Parliament	-	-	-	-	-	-	-	-	2	-	-	2	15	4	21.1	19	17	4	19.0	21
Legislative assembly	2	-	-	2	9	3	25.0	12	29	11	27.5	40	49	11	18.3	60	89	25	21.9	114
Total	63	7	10.0	70	627	51	7.5	678	3,223	363	10.1	3,586	8,881	2,004	18.4	10,885	12,794	2,425	15.9	15,219

Source: Prepared by JICA Preparatory Team using materials provided by Department of National Personnel Records (Civil)

1-3-3 Career Paths

The ranks, grades, and promotion requirements for Gazetted Officers are summarized below. For one to be promoted to Joint Secretary, there are a variety of promotion methods including job evaluation (where promotion is determined by superior officer's evaluation), seniority (where selection is made from those who have completed the required years of service), internal competition (a promotional examination exclusively for civil servants), and open competition (a promotional examination also open to those other than civil servants), with open competition allowing for promotion from Section Officer directly to Joint Secretary. Preferential treatment is given for the promotion up to Joint Secretary to the promotion of women and to certain groups that have been socially discriminated against.

Table-7 Ranks, Positions and Promotional Requirements for Gazetted Officers

Grade	Rank	Requirements for promotion
Special grade	Chief Secretary	Evaluated and selected from 3 secretaries based on years of service as a Secretary and job efficiency <u>Degree:</u> Master's degree or higher
	Secretary	Only when there is a vacancy in the position, evaluation, and selection will be made by the 3 joint secretaries based on years of service, operational efficiency, and leadership ability. <u>Degree:</u> Master's Degree or higher <u>Other requirements:</u> Experience in state government, 5 years of service as a Joint Secretary* <u>Evaluation criteria:</u> 80 points for job evaluation, 20 points for tenure as joint secretary, 12 points for education, (minimum education required: 9 points for master's degree, 3 points for higher degrees), 16 points for rural work experience, 2 points for training.
First grade	Joint Secretary	<u>Promotion quota:</u> 35% for job evaluation, 35% for seniority quota (both without examination and interview), 20% for internal competition (with examination and interview, no age limit), 10% for open competition (under 45 years old for non-government officials, no age limit for government officials, both with examination and interview) <u>Degree:</u> Master's degree. <u>Other requirements:</u> 5 years* experience as a Under Secretary (3 years for PhD holders), 7 years as section officer (5 years* for PhD holders) for those being skip-promoted to Joint Secretary. <u>Evaluation criteria:</u> 40 points for work evaluation, 30 points for tenure, 12 points for education, 16 points for rural work experience, 2 points for training
Second grade	Under Secretary	<u>Promotion quota:</u> 35% for job evaluation, 35% for seniority quota (both without exam and interview), 20% internal competition (with exam and interview, no age limit), 10% open competition (for non-government officials, men under 35 years old and women under 40 years old, with exam and interview) <u>Degree:</u> Master's Degree <u>Other requirements:</u> 5 year experience as Section Officer* (3 years for PhD holders) <u>Evaluation criteria:</u> 40 points for work evaluation, 30 points for years of service, 12 points for education (minimum education required: 9 points for master's degree, 3 points for higher degrees), 16 points for rural work experience, 2 points for training
Third grade	Section Officer	<u>Promotion quota:</u> 70% from those who passed the Civil Service Commission examination, 30% from within the organization (non-Gazetted Officers) <u>Degree:</u> Bachelor's degree when coming from outside, high school graduate and above for internal promotion <u>Other prerequisites:</u> 3 years of experience in the highest rank of non-gazetted Nayab Subba (9-10 years in actual operation) <u>Evaluation criteria:</u> 40 points for work evaluation, 30 points for years of service, 12 points for education, 16 points for experience working in rural areas, 2 points for training

* Four years for women, adivasis/janajatis, madhesis, dalits, persons with disabilities and persons from backward areas.

Source: Prepared by JICA Preparatory Team based on the Civil Service Act (1993) and interviews with MOFAGA.

1-3-4 Human Resource Development System

As stated in the aforementioned promotion requirements, training is given 2 points, with the exception of promotion to Chief Secretary and to Secretary, and are considered important for promotion. Among training institutions that are relevant to the JDS component, the following are offering in-service trainings for civil servants.

Table-8 Training Institutes of Government of Nepal Related to Components of JDS Program

Sub-Program	Components	Training agencies	Features
1. Social and economic development which directly lead to economic growth and the national livelihoods improvement	1-1. Financial Policy, Economic Policy	Public Financial Management Training Center	A division of the Ministry of Finance conducts training for Government of Nepal officials, especially those in the Ministry of Finance. It also conducts seminars and workshops on current issues related to public finance and conducts surveys and research in the field of public finance.
2. Strengthening governance and creating basic institutions for democracy	2-1. Development of Human Resource and Administrative Capacity of Civil Servants	Nepal Administrative Staff College	An independent and self-supporting institution that provides necessary civil servant training as well as career development to officials of Government of Nepal and public enterprises.
		Local Development Training Academy	An independent institute that provides the necessary training for local administration. Conducts capacity-building activities at the local level.
		Personal Training Academy	A bureau of MOFAGA that provides training for civil servants. The training is targeted at Non-Gazetted Officers and public enterprise employees.
	2-2. Building of International Relations	Institute of Foreign Affairs ¹⁹	An independent body responsible for providing professional training to the Government of Nepal, especially to the Ministry of Foreign Affairs officials in the field of diplomacy, making recommendations for the formulation of foreign policy, and conducting surveys, research, and publications on foreign policy.
	2-3. Improvement of Legal and Judicial System	National Judicial Academy	An independent organization that provides legal-related training to judges, government lawyers, government legal officers, and judicial officers directly involved in the administration of justice in Nepal
Judicial Service Training Center		A bureau of the Ministry of Law, Justice, and Parliamentary Affairs that provides legal-related training	

¹⁹ The Institute of Foreign Affairs was eligible for promotion credit for training, but is no longer the case. A bill is being prepared to make it eligible again. The Nepal Administrative Staff College conducts training for foreign service civil servants.

1-3-5 Study Abroad and Career Paths

While the minimum education requirement for Gazetted Officer is a bachelor's degree, education is a factor in evaluation for promotion and a master's degree is required for promotion to Under Secretary post and higher. (Table-7) Although a doctorate is not a condition for promotion, a master's degree holder is given 9 points in the evaluation of academic credentials for promotion to the ranks of Under Secretary or higher where a master's degree or higher is an absolute prerequisite for promotion. In contrast, a doctorate holder is given 12 points. In addition, the length of service required for taking the promotion examination is shorter for doctorate holders than for master's degree holders. Although there is no difference in the points awarded for promotion between those who received their master's degree abroad and those who received their master's in Nepal, JDS returned fellows commented that a master's degree from a foreign university is valued highly for its knowledge enhancement.

According to MOFAGA, the acquisition of a master's degree is seen as part of the civil service training, and degree completion through the JDS Program contributes to the promotion of returned fellows.

All development partner-funded scholarship programs for civil servants, including the JDS Program, are managed by a Scholarship Committee²⁰ consisting of MOFAGA and relevant ministries and agencies. The Committee notifies institutions about scholarship programs and determines who is eligible for them.

When officers in charge of the human resource development from the priority target organizations were asked whether their organization's staff had received master's degrees from development partners other than JICA in recent years, 14 institutions (73.7%) out of 19 institutions that gave valid responses indicated that their staff had received master's degrees from other development partners.²¹ Specific names of development partners included Australia Awards Scholarships, KOICA scholarships, Chinese government scholarships, Chevening scholarships, Fulbright scholarships, IMF scholarships, World Bank scholarships, German Academic Exchange Society scholarships, and George Washington University Law School scholarships, among others. It was thus confirmed that Government of Nepal is utilizing various scholarships, including the JDS Program, for the human resource development of its civil servants.

1-3-6 Enrollment and Study Leave

When participating in training (e.g., study abroad, training, study tours, etc.), officials may take paid study leave for up to 8 years. The maximum period of cumulative paid leave is 5 years, and additional

²⁰ The purpose is to ensure that the scholarship program is fairly allocated to all jobs (Article 37, Paragraph 3 of the Civil Service Act). The committee is chaired by the Chief Cabinet Secretary (under the jurisdiction of the Prime Minister's Office) and consists of members including the Undersecretary of MOFAGA, the Undersecretary of the Ministry of Law, Justice and Parliamentary Affairs, the Undersecretary of the National Planning Commission and the Joint Secretary MOF. The allocation of quotas is made by MOFAGA (Civil Service Act, Article 37, Paragraph 4).

²¹ See Annex 7-4

leave without pay will have to be requested for up to 3 years in the event the leave exceeds 5 years. The obligatory length of service (the period of work that must be performed before participating in the next training program) for officials who take study leave is shown in Table-9.

Table-9 Period of Leave of Absence for Study and Public Service Obligations for Civil Servants

Leave period	Compulsory duty period	Leave period	Compulsory duty period
Up to 3 months	1 year	1 to 2 years	4 years
3 to 6 months	1.5 years	2 to 3 years	5 years
6 to 9 months	2 years	3 to 4 years	7 years
9 months to 1 year	3 years	4 to 5 years	8 years

Source: Article 40C, Chapter 6 of the Civil Service Act

When studying for a master’s degree program under the JDS Program, fellows will be away from their posts for at least two years, and returned fellows will be expected to remain in their service for at least 5 years after returning to Nepal. However, if they are to enter a doctorate program within 5 years, they may complete the uncompleted years after the completion of the doctorate program provided that they obtain special approval. The approval of special leave during the period of service obligation is not stipulated in the Civil Service Act, and MOFAGA does not allow or encourage civil servants to study abroad on special leave during the period of service obligation. In addition, if a civil servant resigns after studying abroad without fulfilling the above service obligation, he/she must repay the salary and scholarship earned while studying abroad.

1-3-7 Reinstatement after Returning from Study Abroad

The retention rate of civil servants in Nepal is high, with very few officials leaving their jobs after returning from study abroad. One hundred percent of JDS returned fellows are reinstated. It is assumed that the aforementioned penalties for compulsory service are one of the reasons for the high reinstatement rate of civil servants in Nepal after returning from study abroad.

1-3-8 Retirement Age for Civil Servants

The retirement age for civil servants in Nepal is set at 58 years. However, the maximum term of service after being promoted to the position of Secretary is 5 years, and unless they are promoted to Principal Secretary within 5 years, they will retire even if they have not reached the retirement age. The maximum term of office for Chief Secretary is 3 years, after which they retire.

1-4 Trends of Japan’s Assistance

1-4-1 Bilateral Assistance

Japan has maintained good bilateral relations with Nepal since the establishment of diplomatic relations in 1956 and will celebrate the 67th anniversary of the establishment of diplomatic relations in 2023. Japanese official development assistance to Nepal began in 1969, 13 years after the establishment of

diplomatic relations, in the form of commodity credit (loan assistance) and technical cooperation (TA) .²² Grant aid began with food aid in 1970, and has been provided mainly in areas of basic livelihood such as health, medical care, and education, as well as in basic infrastructure development such as transportation and electricity. In 1972, the dispatch of volunteers began under the Dispatch Arrangement of the Japan Overseas Cooperation Volunteers (JOCV). Projects implemented (or being implemented) by JICA in Nepal²³ include: Melamchi Water Supply Project (Loan); Project for Improvement of Water Supply in Rural Cities (technical aid); Project for Strengthening the Capacity of the Central Statistics Office for the Implementation of the 2018 Economic Census Project (TA); Project for Improving the Quality of Local Administration Training Through Survey and Analysis Capacity Upgrade (technical aid); Project for Strengthening Mediation Capacity in Communities (TA); Human Resource Development Project for Election Commission (TA); Sindhuli Road Construction Project (Third Construction Zone) (Grant); Master Plan Study for National Reservoir Hydropower Plant (TA); Master Plan Development Project for Promotion of High Added-Value Agriculture Along Sindhuli Road (TA); and Gender Mainstreaming and Social Inclusion Promotion Project (TA).

Japan’s Country Development Cooperation Policy for Nepal, formulated in 2021, sets as its main goal “support for sustainable and balanced economic growth aimed at emerging from the Least Developed Countries.” In addition, the medium-term goals of the projects have been set to i) economic growth and poverty reduction, ii) disaster prevention and climate change control, and iii) strengthening of governance and democratization.

Table-10 Japan’s Development Cooperation Policy for Nepal

Basic Policy of Japan’s ODA (Main Goals)	Support for sustainable and balanced economic growth aimed at overcoming the challenges of the Least Developed Countries	
Priority Areas (Medium-term Goals)	(1) Economic growth and poverty reduction	To improve the resilience of Nepal’s economy through the development of transportation infrastructure for sustainable economic development, strengthening of electricity and energy supply, efforts in the water supply and sanitation sectors, and improvement of the investment environment, institutional improvement, and human resource development with a view to developing and revitalizing the private sector. In the area of poverty reduction to correct inequality, Nepal will support the improvement of income and quality of life by increasing productivity in agriculture, which is the country’s main industry, raising the level of education, improving access to healthcare, and developing social service infrastructure.
	(2) Disaster Prevention and Climate Change Measures	Nepal is prone to natural disasters such as earthquakes, floods, and landslides. As a country with advanced disaster prevention capabilities, Japan will support the formation of a national infrastructure that is resilient to disasters, taking into consideration that disasters can be a serious impediment to stable economic development. In addition, Japan will support measures to combat climate change, including sustainable development of forest resources.

²² International Development Center of Japan (2013) Nepal Country Evaluation (Third Party Evaluation). https://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hyouka/kunibetu/gai/nepal/pdfs/kn12_03_01.pdf

²³ Japan International Cooperation Agency (No date) Representative Projects <https://www.jica.go.jp/nepal/office/activities/index.html> (checked on Nov. 1, 2022)

	(3) Strengthen governance and democratization	As the establishment of democracy is important for economic growth, the project will support the creation of institutions that will serve as the foundation for such growth through assistance in the development of laws and regulations. In addition, in order to encourage self-sustaining development, we will support the improvement of the governance capacity of the central and local governments, as well as strengthen the capacity of communities and develop human resources to reflect the needs of residents, including socially vulnerable groups, in administrative measures.
Points to be noted	(1) Synergistic effects, such as the utilization of Japan’s technological capabilities in collaboration with Japanese companies, research institutions, NGOs, etc., and beneficial effects on other sectors, should also be kept in mind. (2) In areas where other development partner countries and aid agencies are already providing assistance, emphasis will be placed on the efficiency and effectiveness of the assistance, while at the same time giving consideration to making its assistance more visible. (3) In coordination with other development partner countries and aid agencies, emphasis will be placed on how to effectively utilize their assistance in the implementation of Japan’s assistance. (4) Strengthening connectivity in the Southwest Asia region has great potential of leading to the development of the entire region, including Nepal. We will therefore strive to consider projects that contribute to regional connectivity, paying attention to the trends of the countries concerned.	

Source: Prepared by JICA Preparatory Team based on Country Development Cooperation Policy for Nepal, Ministry of Foreign Affairs (September 2021)

1-4-2 Assistance Through International Framework

Aside from assistance to Nepal through the framework of bilateral cooperation, Japan also provides assistance through international frameworks. In the fight against COVID-19, Japan has provided approximately 1.61 million doses of AstraZeneca vaccines manufactured in Japan to Nepal through COVAX Facility, in which UNICEF (United Nations Children’s Fund) plays a leading role.²⁴ The Japanese government also provided 9 walk-in refrigerators, 38 solar-powered vaccine refrigerators, 1,109 long-distance vaccine transport boxes, and 53 vaccine cold storage boxes through the same organization to support the development of a cold chain to keep vaccines at an appropriate temperature.²⁵ As described below, support is also provided through scholarship programs by international organizations.

1-4-3 Scholarship Programs Offered by Japan

The year 2022 marks the 120th anniversary of student exchange between Nepal and Japan. Japan is a popular destination for students from Nepal, and according to the Japan Student Services Organization (JASSO), the total number of Nepalese students in Japan as of May 2020 decreased significantly to 18,825 from 24,002 in the previous year due to the COVID pandemic. However, in terms of the percentage of foreign students in Japan by country of origin, Nepal ranked third, accounting for 7.8% of the total number of foreign students.²⁶

²⁴ Ministry of Foreign Affairs (2022) Diplomatic Blue Book 2022
<https://www.mofa.go.jp/mofaj/gaiko/bluebook/2022/pdf/index.html> (as of Nov. 1, 2022)

²⁵ UNICEF Nepal (2022) Nepal: Safer Vaccine Travel
<https://www.unicef.org/tokyo/stories/2022/safer-journey-vaccines-japanese> (as of Nov. 1, 2022)

²⁶ Independent Administrative Institution for the Support of Japanese Students (2021) “Survey of Foreign Students’ Status of Enrolment in FY 2021
https://www.studyinjapan.go.jp/ja/_mt/2022/03/date2021z.pdf (as of Nov.11, 2022)

As of May 2020, there were 62 students from Nepal using the Japanese Government Scholarship for Foreign Students offered through Ministry of Education, Culture, Sports, Science and Technology.²⁷ In addition, as of June 2022, 11 Nepalese have visited Japan through JICA’s long-term training program (graduate level).

Scholarship programs offered by the Japanese government through international organizations include the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP), the International Monetary Fund/Japan Asia Scholarship Program (IMF-Japan Partnership for Asia’s Future), and the ADB-Japan Scholarship Program (JSP). Government of Nepal officials are also eligible for these scholarships.

Table-11 Scholarship programs Offered by Japan (Bilateral/ Multilateral: Contribution to International Organizations) and JICA in Nepal

	Name of organization	Name of Training Program	Objectives, Strategies, Targets, etc.
Bilateral aid	JICA	The Program for Human Resource Development Scholarship (JDS)	This program aims to accept outstanding young administrative officials who are expected to become future leaders in the target countries as students at Japanese graduate schools, and after returning to their home countries, they will be active in the planning and implementation of social and economic development programs as human resources with expertise gained during their study in Japan, thereby contributing to the expansion and strengthening of the foundation of friendly relations between the two countries as people with a good understanding of Japan. In addition, the program aims to contribute to the expansion and strengthening of the foundation of friendly relations between the two countries as a person with a good understanding of Japan.
		Long-term training	Training of 1 year or more, mainly enrolled in a university degree program (master’s or doctoral). Implemented as a technical cooperation project. ²⁸
		SDG Global Leaders Training Program	This program aims to develop high-level human resources who can contribute to the formulation and implementation of policies achieving the SDGs, and to establish and maintain good medium- and long-term relationships between Japan and the host country or region. The program targets a wide range of participants, including young and mid-career government officials, researchers, and private-sector personnel.
	Ministry of Education, Culture, Sports, Science and Technology Japan/ World Bank Joint Graduate School	Japanese Government (Monbukagakusho:MEXT) Scholarships	The purpose of this scholarship is to promote international cultural exchange between Japan and other countries, to promote mutual friendship and goodwill, and to develop human resources in other countries. The scholarship period will be extended if the student studies at a Japanese university for 1.5 to 2 years as a research student and passes the entrance examination for graduate school (master’s or doctorate degree) during the said period.

²⁷ Number of Japanese Government Scholarship Students Accepted. Ministry of Education, Culture, Sports, Science and Technology website https://www.mext.go.jp/a_menu/koutou/ryugaku/1338568.htm (as of Nov. 11, 2022)

²⁸ According to data from the JICA Nepal office (provided in July 2022), there are currently 11 master’s and doctorate students from Nepal studying in the fields of road asset management, disaster risk reduction (DRR), food security, water engineering, disaster risk reduction, flood disaster risk reduction, child learning improvement, earthquake engineering, and disaster mitigation.

Multilateral aid	Japan/World Bank Joint Graduate School Scholarship Program (JJ-WBGSP)	A program for middle managers in developing countries to pursue a master's degree in a development-related field at graduate schools in Europe, the U.S., Africa, or Japan.
	ADB Japan Scholarship Program (JSP)	Scholarships for master's degrees in science and technology, economics, management, development, and law and policy for 40 ADB member countries.
	Japan-IMF Scholarship Program for Asia (JISPA)	A project to provide young administrative officers of major economic institutions in the Asia-Pacific region with opportunities to pursue a master's degree in economics at a graduate school in Japan.

Source: Compiled by JICA Preparatory Team from the MEXT, JICA, World Bank, ADB, and IMF websites

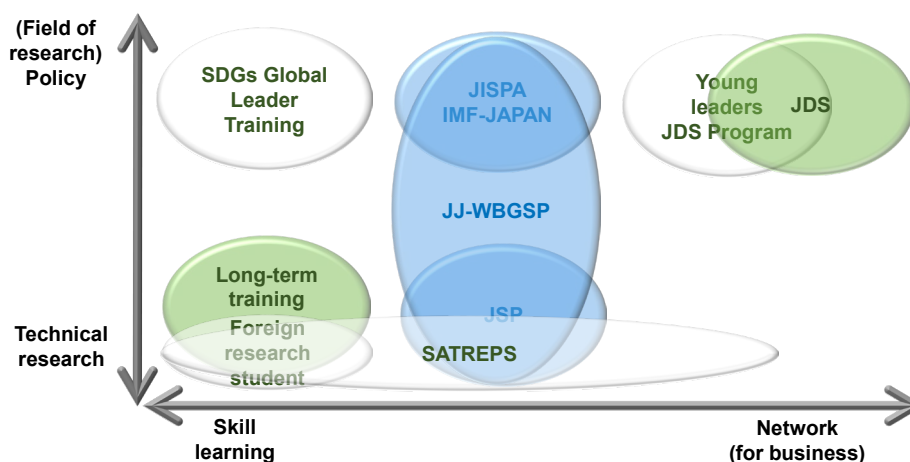


Figure-1 Projects for International Student Acceptance Offered by Japan (Bilateral/ Multilateral) and JICA (Training Fields/Project Objectives)

1-4-4 Assistance Offered Through Private Organizations

The activities of NGOs and the private sector are among the activities of Japanese private organizations in Nepal. JICA Nepal Office established the NGO-JICA Japan Desk in 2003 to disseminate information necessary for local activities and to implement grassroots technical cooperation projects through Japanese NGOs. Depending on the form of the organization, its experience, and the size of the project, grassroots technical cooperation projects are categorized into 3 types: Partner (NGOs, universities, public interest incorporated organizations, etc. that have a Japanese juridical personality and have at least two years of experience in international cooperation activities in developing countries); Aid (NGOs, universities, public interest incorporated organizations, voluntary organizations, etc. that have at least two years of experience in international cooperation activities in Japan and abroad [experience in overseas activities is not required]); and Special Regional Revitalization Quota for Local Governments (NGOs, private companies, and other organizations designated by local governments may serve as implementing organizations for the actual implementation of the project).

1-5 Status of Exchange in Private Sector

Private exchanges between Japan and Nepal began in 1899 when Monk Ekai Kawaguchi became the first Japanese to visit Nepal, and as of October 2021, there were 1,021 Japanese residents in Nepal and 97,026 Nepalese residents in Japan. The trade volume between Japan and Nepal (2020/2021) was 730 million Nepalese rupees in exports to Japan and 5.46 billion Nepalese rupees in imports from Japan, indicating an excess of exports from Japan to Nepal. Major Nepalese exports to Japan include clothing, agricultural products, carpets, and textiles, while imports include machinery and industrial products, car-related parts, and medical products. Direct investment from Japan is \$52.4 million (FY 2019/2020).²⁹

The Japanese Chamber of Commerce in Nepal (JCCN) is an organization of Japanese private companies based in Nepal. This organization was established in 2004 to exchange information and provide mutual support for Nepal's industrial and economic development, and is comprised of 51 companies (as of November 2022) that are engaged in businesses related to Japan and Nepal.

In terms of exchange at the municipal level in Japan, Matsumoto City in Nagano Prefecture has agreed with Kathmandu City, Komagane City in Nagano Prefecture with Pokhara City, Aoki Village in Nagano Prefecture with Namche Bazaar Village. Nanto City in Toyama Prefecture and Tukche Village are also sister cities.³⁰

Furthermore, the Japan Nepal Association, a public interest incorporated association established in 1964, has 13 branches in Japan for the purpose of developing mutual friendship and cooperation between Japan and Nepal in the private sector, and each branch is actively engaged in activities with the Nepalese people living in the region.

1-6 Trends of Assistance Offered by Other Development Partners

1-6-1 Trends of Assistance Offered by Major Development Partners

International Economic Cooperation and Coordination Department (IECCD) of MOF is the aid contact in Nepal. According to MOF, the share of ODA in Nepal's national budget expanded to 29% after the Nepal earthquake in 2015 but has never exceeded 30%, and ODA accounted for 23% of the national budget in 2019-2020. According to the Development Cooperation Report (Development Cooperation Report 2019-2020) published by MOF, the top 5 development partners in Nepal by aid scheme (grant aid, paid aid, and technical cooperation) are as follows.

²⁹ Ministry of Foreign Affairs of Japan Basic Data on Nepal
<https://www.mofa.go.jp/mofaj/area/nepal/data.html> (as of Nov. 11, 2022)

³⁰ Status of International Friendship and Sister Ties (as of October 2020) Nagano Prefecture website
<https://www.pref.nagano.lg.jp/kokusai-kouryu/sangyo/kokusai-kouryu/kouryu/yuko/index.html>
Status of Friendly Alliances among Prefectures and Municipalities, Toyama Prefecture website
<https://www.pref.toyama.jp/1018/kurashi/kyousei/kokusai/yuukoutochi/kj00004574.html>
(as of Nov. 11, 2022)

Table-12 Ranking by Aid Scheme (million dollars US)

Rank	Grant aid		Paid aid		Technical cooperation	
1	EU	50	ADB	572	US	126
2	United Kingdom	49	World Bank	430	United Kingdom	95
3	ADB	40	IMF	214	UN	44
4	China	33	India	72	Switzerland	37
5	World Bank	31	China	30	Germany	26

Source: Nepal MOF Development Cooperation Report, p.8, Figure 8 Highest disbursing development partners by type of assistance, 2019/2022

The report also states that the top 10 development partners account for 94.7% of total ODA assistance, with multilateral cooperation accounting for 71.0% of total ODA assistance.

The largest development partner, ADB, provides 93.5% of its assistance in the form of paid aid and 6.5% in the form of grant aid. The second largest development partner after ADB is World Bank, providing 95.4% of its assistance in the form of paid aid and 4.6% in the form of grant aid. In terms of sector, aid is offered in fiscal reform, housing, policy and strategy development, health, roads, and transportation. IMF, which occupies the third place, provides support for financial sector reforms.

The United States occupies fourth place and is the top development partner in bilateral cooperation. By scheme, grant aid and technical cooperation account for 18.4% and 81.6%, respectively. Sectors include health, regional development, agriculture, earthquake recovery, and education. From the UK, the fifth largest development partner, 51.3% of aid was grant aid and 48.7% was technical assistance. Sectors include health, disaster recovery, general affairs, education, and economic reform. India is the sixth largest development partner and 77.1% of its aid is paid aid and 22.9% is grant aid. The areas of cooperation are energy, road transport, and disaster recovery.

China ranks seventh (5% of total ODA assistance), followed by Japan eighth (4%), and Switzerland and UN ninth (2%), respectively.

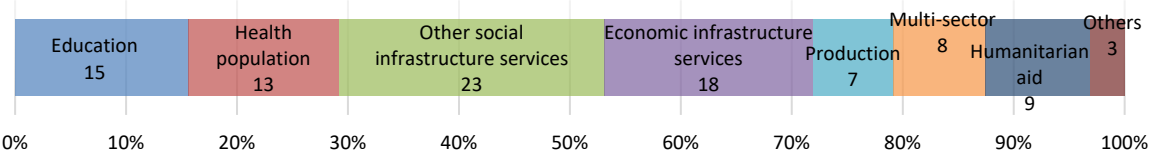
Table-13 Aid by Major Aid Partners

Rank	Development partner	Paid	Grant	Technical cooperation	Sector	Percentage in Total ODA
1	ADB	93.5%	6.5%	-	Agriculture, health, urban development, energy, labor	31%
2	World Bank	95.4%	4.6%	-	Fiscal reform, housing, policy and strategy development, health, roads, transport	23%
3	IMF	100%	-	-	Financial reform	11%
4	United States	-	18.4%	81.6%	Health, community development, agriculture, earthquake recovery, education	6%
5	United Kingdom	-	51.3%	48.7%	Health, disaster recovery, administration, education, economic reform	5%
6	India	77.1%	22.9%	-	Energy, road transport, disaster recovery	5%
7	Japan	9.0%	27.4%	63.5%	Roads, energy, agriculture, health, urban development, climate change, governance ³¹	4%

Source: Nepal MOF, Development Cooperation Report, p27-32, p43,2019/2020

³¹ The aid sectors by Japan are referred to Country Development Cooperation Policy (2019) Appendix “Development Rolling Plan for Nepal”.

In addition, the OECD (Data at a Glance, 2019-2022)³² indicates that the top areas of support in bilateral cooperation through overall ODA in Nepal are other social infrastructure services 23%, economic infrastructure services 18%, and health population 13%.



1-6-2 Scholarship Programs Offered by Other Development Partners

Similar projects by other development partners in Nepal include cooperation by bilateral partners such as Korea, China, Australia, the Netherlands, and Thailand; cooperation through the Colombo Plan and international organizations such as the World Bank, ADB, and IMF (with contributions from Japan); and scholarship programs by non-governmental organizations such as the Fulbright Foundation. According to MOFAGA data, civil servants of Government of Nepal have obtained master’s and doctorate degrees in 17 countries, including Japan, in the past 5 years.³³

While the Ministry of Education is responsible for administering scholarships for the general public, the development partner-funded scholarship programs for civil servants have an implication of being a form of aid, IECCD of MOF is the contact point as it handles development partner assistance in general. Government of Nepal considers the scholarship assistance for master’s degrees for civil servants as training. The major scholarships in Nepal are summarized in Table-14, followed by the differences in the systems, etc.

Table-14 Scholarship Programs by Other Development Partners in Nepal

Country	Australia	Project name	Australia Awards Scholarships
Areas	Disaster management, economy, education, social inclusion (gender, disability, etc.), governance, health, environment, infrastructure development, etc.		
Targets	The general public including civil servants		
Number of recipients	There are both quotas allocated to Nepal and internationally competitive quotas, and the number of recipients may defers depending on the budget and the competency of the candidates.		
Doctorate	None. However, there are other doctoral scholarships for researchers.		
Features	Half of the scholarships are allocated to women. Consideration is given to the physically challenged, ethnic minorities, etc.		

³² https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no OECD DAC Aid at a glance
³³ Australia, China, Korea, Thailand, Bangladesh, India, Belarus, Indonesia, Azerbaijan, Malta, Switzerland, Turkey, Austria, Uzbekistan, Iceland

Country	Korea	Project name	KOICA Scholarship Program
Areas	Public Management and Public Sector Reform, Urban and Regional Development, Finance and Tax Policy, Local Administration, Trade and Industrial Policy for Sustainable and Inclusive Growth, Smart City, E-Government, Economic Development, Capacity Building for SDGs, Civil Society Leadership, Health Policy and Financing, Agricultural Economics, Agricultural Productivity, High Value-adds Agriculture, Gender and Rural Community Development, Global Fisheries Development, ICT Techno-policy, Techno-Entrepreneurship Competency Based on ICT Convergence, Energy Science and Policy, Gender Development, Global Education Leadership, Aviation Management		
Targets	Government officials (and employees of some international NGOs).		
Number of recipients	Varies from year to year		
Doctorate	There are only 2 courses: Strengthening Competitiveness of Technology Entrepreneurship Based on ICT Integration, and Gender Leadership. However, only KOICA scholarship returnees are eligible, and there have been no scholars from Nepal to date.		
Features	As exceptions, the employees of international NGOs recommended by Government of Nepal and the Korean Embassy and private sector employees who engaged in socioeconomic programs are also eligible.		
Country	China	Project name	MOFCOM Scholarship
Areas	National Development, Public Policy, Commerce, Education, Diplomacy, International Relations, International Dialogue, Chinese Public Administration, Urban Development, Transportation Engineering, Forest Economic Policy, Tourism and Hotel Management, Industrial Engineering, Information and Communication Engineering, Public Health, Fishery Science, Meteorology, Soft Engineering, Accounting, Environmental Engineering, Environmental Management, Law, Electrical Engineering, Railway Transportation Engineering, Business Management, Comparative Education, Governance, Women's Leadership and Social Development, Advanced Nursing, Rail Transportation Engineering, and Auditing.		
Targets	Government officials. However, some private sectors are also eligible.		
Doctorate	Only 1 course in theoretical economics.		
Features	There are 1-year (10 courses) and 2-year (27 courses) master's degree programs.		
Country	United Kingdom	Project name	Chevening Scholarship
Areas	Diverse		
Targets	General public, including government officials		
Number of recipients	Master's degree		
Doctorate	None. However, other scholarships for the purpose of obtaining a doctorate degree or studying abroad for research are available.		
Features	1 year		
Country	United States	Project name	Fulbright Foreign Student Program
Areas	Non-medical fields		
Targets	General public, including government officials		
Number of recipients	There is no fixed quota for Nepal, and the number of students accepted varies from year to year.		
Doctorate	Available		
Features	Operated by a non-profit organization, not by the government.		

Interviews were conducted with development partners and returned fellows of scholarships from Australia, Korea, and China³⁴, as they have the same objective as the JDS Program of cultivating human resources that contributes to development issues in the target country. Information on each scholarship program is summarized below.

³⁴ We were unable to interview the officials of China and interviewed only a returned fellow.

(1) Australia

1) Number of scholars accepted and subject areas

Australia Awards Scholarships (hereafter referred to as “Australia Awards”) are Australian government scholarships intended for civil servants, and employees of the private sector and NGOs to pursue a master’s degree in development, economics, and public policy. The South Asian countries eligible for these scholarships are Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka. The number of scholars accepted varies each year because the project budget fluctuates from year to year. The number of scholars from Nepal in the past was 29 (13 civil servants) in FY 2019, 23 (14 civil servants) in FY 2020, and 7 (3 civil servants) in FY 2021.

Table-15 Number of Scholars from Nepal in the Past Three Years Funded by Australia Awards Scholarships

Fiscal year	Male	Female	Total	Number of civil servants
2019	12	17	29	13
2020	12	11	23	14
2021	3	4	7	3

Source: Courtesy of the Australian Embassy in Nepal

2) Targets

The project targets the private sector in addition to government officials. The project is characterized by its emphasis on gender equality and social inclusion. For this reason, it has a quota for women in the acceptance policy and conducts its screening separately for men and women. In 2019, women and people with disabilities accounted for 55% and 6%, respectively, of the regional average among those accepted to the scholarship.

3) Recruitment and selection

As a countermeasure against the COVID-19 pandemic, online information sessions have been held in recent years to encourage applicants to apply. The online information sessions are well received, as they make it possible to actively reach out to prospective applicants in distant locations. In the future, the scholarship plans to resume face-to-face information sessions and combine them with online sessions. Advice is also given on the selection of university courses at these information sessions.

The selection period is 4 months, from May to August. (Following the application deadline of May 1, the first selection is done through documents, the second selection is done through an interview (written application may be required), acceptance notification is given in August, and travel takes place around January of the following year).

After the awarding of the scholarship is decided, the awardee applies to the university of his/her choice (up to two universities). The scholarship is canceled even after being selected as an awardee, if the awardee is not admitted by the university or if the visa is not approved.

4) Doctorate Programs

Until 2017, Australia Awards was the only scholarship in the South Asia region that accepted applications for the doctorate program. However, Australia Awards, which aims to foster development practitioners, currently does not have a quota for doctorate scholars because the Australian government has created a separate scheme targeting doctorate applicants of academic researchers.

5) Strengthening Bilateral Relations after Returning Home

Australia Awards offers both short-term training and long-term master's scholarship program, both of which are thought to contribute to strengthening bilateral relations. It also focuses on returnee programs, with staff assigned to the Agent for post-return programs. A grant program is available to former awardees, and to date, over 60 social contribution activity projects³⁵ have been implemented in various countries. Budgets vary from year to year, but the budget for one project ranges from AUD 1,000 to AUD 3,000 (the upper limit for FY 2023 is said to be 270,000 Nepalese rupees).³⁶ Other activities include publishing a newsletter to share the achievements of former awardees and provide networking opportunities. Regional forums are also held for former awardees to discuss regional development and the promotion of gender equality in their countries.

6) Internships

Some awardees participate in the internship program, and they look for internships based on a development linkage plan prepared by themselves. The internship program is relatively easy to implement because there are no language barriers.

7) Accompanying Family Members

Australia Awards allows family members to accompany awardees but recommends their families to come after the awardees have established their livelihood, except for those with infants or scholars with disabilities who require assistance.

³⁵ Priority areas vary from country to country, but in the case of Nepal, they are gender equality and inclusion of the physically challenged and vulnerable in society for 2023. So far, climate change, market development for the socially vulnerable, etc. have been selected for targeted projects.

³⁶ Australia Awards (2023) Alumni Innovation Grants 2023.

See: <https://australiaawardsnepal.org/alumni-innovation-grants-2023> (Apr. 12, 2023)

(2) South Korea

1) Number of scholars accepted and subject areas

The KOICA Scholarship Program, a scholarship program of the Korean government, covers 12 countries in the Asian region (Bangladesh, Cambodia, India, Indonesia, Laos, Mongolia, Nepal, Pakistan, Sri Lanka, the Philippines, East Timor, and Vietnam).

There is no quota allocated to Nepal, but rather an approximate quota is set for each host university, and the number of scholarship fellows accepted fluctuates each year as applicants from all over the world are selected. In the past, South Korea has accepted 15 scholars in 2019, 1 scholars in 2020, 19 scholars in 2021, and 14 scholars in 2022 from Nepal. There were no applications in 2020 due to COVID-19, and only 1 fellow was sent after extending the application period.

Table-16 Number of Participants from Nepal in the Past Four Years
in the KOICA Scholarship Program

Fiscal year	Number of courses offered	Number of female applicants	Total number accepted (Master's)		
			Male	Female	Total
2019	20	5	13	2	15
2020	18	0	1	0	1
2021	21	13	16	3	19
2022	22	4	12	2	14

Source: Courtesy of KOICA Nepal Office

2) Eligibility

Government officials (in the case of international NGO officials, a letter of recommendation from the government of the target country in addition to the Korean embassy/UN agency/KOICA office in the target country), 40 years of age or older. Those who have once declined the KOICA Scholarship Program or have returned to their home country during the program are not eligible.

3) Recruitment and selection

The program has requested Government of Nepal to nominate, 4 nominees in total: 2 candidates per course and 2 alternates. It has requested that at least 30% of the nominations be allocated to women, but to date, this has not been attained.

Approximately 6 months, from March to August. (After the application deadline in March, Preparatory screening using documents takes place in April, the second selection using telephone interview takes place in April-May, the third selection based on medical examination takes place in May-June, acceptance is notified in June, and the selected candidate travels in August.)

4) Doctorate courses

After starting the doctorate program in 2021, Korea has invited applications for 2 courses in 2021 and 3 courses in 2022. However, no applicants from Nepal have applied so far. As a condition for eligibility, the doctorate program is limited to applicants who have obtained a master's degree from the KOICA program.

5) Strengthening bilateral relations after returning home

Returnees become members of KOICA Alumni Association of Nepal (KAAN), established in 2001. It provides a forum for KOICA short-term and long-term returnees to share their knowledge and experiences by organizing seminars, conferences, workshops, etc., to share study abroad experiences and present research results. Activities are planned and implemented by the alumni association members and the budget is approved by KOICA.

6) Internships

Due to the short duration of the study period of approximately 18 months (21 months maximum), the necessity for internships has not been heard due to the need to concentrate on degree completion.

7) Accompanying family members

Family members of scholars are not allowed to accompany them during the study period, but they are allowed to stay with them for a short period of time. However, families are not allowed to stay in university dormitories.

(3) China

1) Number of scholars accepted and subject areas

In the Chinese Government, Ministry of Commerce of the People's Republic of China (MOFCOM) offers scholarships for master's and doctorate programs. In 2022, MOFCOM is inviting applicants for a total of 37 master's courses consisting of 10 one-year master's courses and 27 two-year courses). The number of scholars accepted from Nepal is unknown.

2) Eligibility

Citizens of developing countries other than Chinese citizens, government officials, NGO officials, and general citizens age up to 45 years.

3) Doctorate Program

The doctorate program is a three-year program and only one course in theoretical economics is offered.

4) Strengthening bilateral relations after returning home

Workshops for returned scholars are organized as a joint project between the Chinese Government and the host university. Only those who had submitted excellent presentations will be allowed to participate. Airfare and other expenses will be subsidized.

5) Internships

Not offered.

6) Accompanying family members

Accompanying family members is not permitted during the period of the study.

Chapter 2. Content of JDS Program

2-1 Overview of JDS Program

Japan began accepting international students through the JDS Program, offered as grant aid, in FY2000. A cumulative total of 5,410 JDS fellows from 19 countries have been accepted as of the end of FY2021. The JDS Program in Nepal (Phase 1 and Phase 2) started in FY2016 and has been accepting 20 JDS fellows for master's program each year (with the addition of 2 doctorates in Phase 2).

2-1-1 Basic Design of JDS Program in Nepal

The JDS Program has as its overarching goal “improving the ability of relevant administrative agencies for policy-making through human resource development of this project,” and as its project goal. Meanwhile, the goal that has been set for the project is “contributing to the resolution of the country's development issues and to the strengthening of bilateral relations in terms of human resources by supporting young administrative officials that can play active roles in the mainstay of their respective government to obtain graduate degrees (master's and doctor's degrees) in Japan, thereby solving development issues in the host country and strengthening bilateral relations with Japan.” In view of the goals described above, the first field survey was conducted in October 2022, and the outline of the acceptance plan was agreed with MOF of Nepal.

(1) Number of JDS fellows accepted

In Phase 2 that is being implemented from FY 2019 to FY 2023, a maximum of 22 JDS fellows (20 master's and 2 doctoral) have been accepted each year. The number of JDS fellows to be accepted in Phase 3 was also agreed to a maximum of 22 (20 master's and 2 doctoral) with Government of Nepal.

The adequacy of the number of JDS fellows to be accepted for master's degree was verified by examining the effects of the project to date, surveying the needs of each ministry and agency, and projecting the ratio of applicants to total applicants. Regarding the effects of the project to date, i) 100 returned fellows who obtained master's degrees from Japanese graduate schools have been produced in Government of Nepal, ii) 100% of the returnees continue to work in the same or higher positions than before their study in Japan (34 out of 100 have been promoted), iii) 41.3% of returnees who have been back home for 1 year have been promoted, including 1 to the rank of Secretary and 4 to the rank of Joint Secretary, iv) The effects of the program were confirmed in terms of contributions to policy formulation, strengthening of the functions of their place of employment, strengthening of bilateral relations, and contributions to the establishment of international academic networks. An assessment survey on the needs for human resource development of Phase 3 component of JDS Program conducted for the main target ministries and agencies of showed that the total number of people who wish to obtain a master's degree through

the JDS Program over the next 4 years reached 124 for each year³⁷ (40 for Financial Policy, Economic Policy, 45 for Development of Human Resource and Administrative Capacity of Civil Servants, 20 for building international relations, and 19 for supporting legal system development), confirming the high expectations for the contribution of the JDS Program to human resource development in Government of Nepal. It is also worth mentioning that the number of applicants for Phase 3 is estimated to be 7.3 times greater than the quota on average, based on the number of applicants in Phase 2.³⁸ Based on the above, this study concluded that it is appropriate to continue the number of accepted JDS fellows in the future at 20.

The validity of the doctorate program is discussed separately later in 2-1-4 Consideration of Continued Acceptance to Doctoral programs.

(2) Target Priority Areas (Sub-Programs) and Development Issues (Components)

Phase 3, like Phase 2, consists of 2 sub-programs. However, Sub-Program “1. Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement” in Phase 2 has been revised to “1. Social and economic development which directly lead to economic growth and the national livelihoods improvement” in Phase 3. As for components, Sub-Program “1. Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement” in Phase 2 consisted of 3 components (“1-1. Economic Policy”, “1-2. Industrial Development Policy”, and “1-3. Infrastructure Development”), but in Phase 3 “Social and economic development which directly lead to economic growth and the national livelihoods improvement” was combined into a single component of “1-1. Financial Policy, Economic Policy” and the number of recipients was also changed. The Sub-Program “2. Governance enhancement and basic framework development for democracy” has the same 3 components as Phase 2, but the number of recipients has been changed for the 2 components “2-2. Building of International Relations” and “2-3. Improvement of Legal and Judicial System.” The changes and their background are as follows.

³⁷ See: Annex 7-4

³⁸ The assumed multiplier (7.3x) was calculated based on the number of applicants (581), which was calculated by excluding the total number of applicants for infrastructure development (54), which will be excluded in the new phase, from the number of applicants (635) for batches 1~4 in Phase 2, for the agreed maximum number of acceptances (80) for the 4 years of Phase 3.

Table-17 Master’s Level: Overview of Acceptance Plan in Phase 2 and Framework for Acceptance in Phase 3

Phase 2		
Sub-Programs	Components	Number of persons
1. Social and economic infrastructure development directly related to economic growth and improvement of people’s lives	1-1. Economic policy	5
	1-2. Industrial development policy	3
	1-3. Infrastructure development	2
2. Strengthening of governance and creation of democratic infrastructure	2-1. Development of Human Resource and Administrative Capacity of Civil Servants	6
	2-2. Building of international relations	2
	2-3. Improvement of Legal and Judicial System	2
Maximum number of JDS fellows		20
Phase 3		
Sub-Program	Component	Number of persons
1. Social and economic development which directly leads to economic growth and the national livelihoods improvement	1-1. Financial Policy, Economic Policy	6
2. Strengthening governance and creating basic institutions for democracy	2-1. Development of Human Resource and Administrative Capacity of Civil Servants	6
	2-2. Building of International Relations	4
	2-3. Improvement of Legal and Judicial System	4
Maximum number of JDS fellows		20

1) Financial Policy, Economic Policy

As for Sub-Program “1. Social and Economic Development Directly Linked to Economic Growth and Improvement of People’s Lives” in Phase 3, the two components of Phase 2 (“1-1. Economic Policy” and “1-2. Industrial Promotion Policy”) were combined into single component (“1-1. Financial Policy, Economic Policy”). The country’s economy, which has fallen into a slump due to the outbreak of COVID-19, faces an urgent need for sustainable economic growth. Name of the component has been changed to “Financial Policy, Economic Policy” to address issues in the area of economic and fiscal policy raised by Government of Nepal such as national development policy, macroeconomic policy, fiscal policy, monetary policy, tax policy, econometrics, investment climate improvement, industrial promotion policy, foreign investment promotion policy, business climate improvement, international development cooperation, foreign aid and debt management.

2) Infrastructure development

Since JICA’s long-term training program targets technical officers involved in infrastructure development, a decision was made to place JICA’s long-term training program in charge of supporting the development of technical officers working in infrastructure development, while JDS

Program focuses on the development of civil servants. Government of Nepal agreed to exclude the “infrastructure development” component from the JDS Program from Phase 3.

3) Building of international relations

The number of JDS fellows accepted increased from 2 to 4 in the “Building of International Relations,” in order to achieve the expected effect of the JDS Program of strengthening of the bilateral relationship through the acceptance of JDS fellows.”

4) Improvement of Legal and Judicial System

In light of the fact that the development of various laws that form the foundation of a nation and nation-building through democratic processes are essential for sustainable economic development, and that entrenching democracy is also important for achieving economic growth, and in order to respond to the high need for human resource development for “legal system development” in Nepal, it was agreed that the number of recipients would be increased from 2 to 4.

Based on questionnaires and interviews with various ministries and agencies on the human resource development needs of Government of Nepal in the first field survey, identified academic areas and possible research themes to be addressed by core government officials working on the country’s development issues for each JDS priority area of assistance and development issue. Agreement was reached on the priority areas (sub-programs) and development issues (components) as shown in Table-18.

(3) Target organizations

As mentioned above, Gazetted Officers, who are the target of the JDS Program, have been assigned from the federal government to state and local governments as in the past, and are transferred to other federal agencies and to state and local government agencies approximately every two years. The target organizations of the JDS Program in Phase 3 will continue to be all ministries and agencies, instead of limiting the target to certain level of government (federal, state, or local) or ministries. As described in section 1-3-5 Study Abroad and Career Paths, scholarship programs for civil servants are managed by Scholarship Committee, so at the start of each year's recruitment, MOFAGA, follows a policy of target organization of JDS to cover all ministries, compiling a list of eligible institutions and obtaining approval from Scholarship Committee in advance. That list is then approved again by the Operating Committee, which continues the process of opening the call for applications.

(4) Host Universities

Prior to the Preparatory survey, JICA presented the assumed target areas of development issues in Nepal’s JDS to universities that have accepted JDS fellows in the past and to universities wishing to accept new fellows, and invited each university to submit an acceptance proposal for each

component it wished to accept. As a result, a total of 24 proposals were submitted from 12 universities and 17 graduate schools. Based on the evaluation guidelines, JICA evaluated the acceptance proposals submitted by each university with respect to items such as the content of the proposals and past records of receiving international students, including JDS fellows. Subsequently, the top Japanese universities proposed for each component were presented to Government of Nepal and the characteristics of each university were explained to them during the field survey of this Preparatory Survey. As a result, the following table shows the agreed-upon list of host universities and the number of JDS fellows to be accepted based on evaluation by the Japanese side.

In Component 1-1, “Financial Policy, Economic Policy,” which has integrated Phase 2 components “Economic Policy” and “Industrial Development Policy,” the number of recipients was changed to 6 and the host universities were also revised. In Components 2-2 “Building of International Relations” and 2-3 “Improvement of Legal and Judicial System,” the number of recipients increased from 2 to 4 in the current phase, and the number of host universities doubled from 1 to 2.

2-1-2 Implementation System

In the JDS Program in Nepal, the OC has so far played an important role in determining the recruitment and selection method, interviewing candidates, approving final JDS fellows, considering and approving the effective use of returned fellows and follow-up mechanisms, and determining and implementing measures to deal with unexpected events in the implementation of the program. As in Phase 2, it was agreed that the OC would consist of 3 organizations on the Nepalese side (MOF, MOFAGA, and Ministry of Foreign Affairs) and 2 organizations on the Japanese side (Embassy of Japan in Nepal and JICA Nepal Office).

Table-18 Acceptance Framework of JDS Program in Nepal

Sub-Programs	1. Social and economic development which directly leads to economic growth and the national livelihoods improvement			2. Governance enhancement and basic framework development for democracy						
Components	1-1 Financial Policy, Economic Policy			2-1 Development of Human Resource and Administrative Capacity of Civil Servants			2-2 Building of International Relations		2-3 Improvement of Legal and Judicial System	
Host universities	Waseda University	Rikkyo University	Hiroshima University	Meiji University	Yamaguchi University	International University of Japan	Ritsumeikan University	Hiroshima University	Kyushu University	Keio University
Graduate courses	Graduate School of Asia-Pacific Studies	Graduate School of Business	Graduate School of Humanities and Social Sciences	Graduate School of Governance Studies	Graduate School of Economics	Graduate School of International Relations	Graduate School of International Relations	Graduate School of Humanities and Social Sciences	Graduate School of Law	Law School
Number accepted	2 persons for each graduate course x 4 batches Total of 20 persons x 4 batches									
Anticipated field of research	National development policy, macroeconomic policy, fiscal policy, monetary policy, tax policy, econometrics, investment environment development, industrial promotion policy, foreign investment promotion policy, business environment development, international development cooperation, foreign aid and debt management, etc.			Decentralization, local administration, administration, personnel management policy, fiscal management, local self-governance, labor policy, public policy, etc.			International politics, international economy, foreign policy, South Asian regional integration, diplomatic relations between Nepal and other countries, Nepal's development as a landlocked country, relations with developing countries, international diplomacy on labor issues, labor politics, migration issues, etc.		Civil law, criminal law, corporate and commercial law (including bankruptcy law), and Laws for trade and investment promotion, IT laws, intellectual property laws, international treaty laws, etc.	
Implementing agency	Ministry of Finance									
Operating committee	Ministry of Finance, Ministry of Federal Affairs and General Administration, Ministry of Foreign Affairs, Embassy of Japan in Nepal, JICA Nepal Office									
Eligible agency	All ministries									

* Areas and universities that have changed from the current phase are indicated in bold.

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

In the first field survey, a draft basic plan was prepared for each priority area in accordance with the agreed acceptance framework, and the draft basic plan was explained to Government of Nepal at the second field survey conducted in January 2023, resulting in the agreement described in Annex 6.

The basic plan includes basic information on each priority area, its position in Nepal's development policy, Japan's and JICA's aid policies and achievements to date, project goals and indicators, activities proposed by the host university, Nepalese and Japanese inputs, and eligibility conditions for acceptance. The eligibility conditions for the master's degree are listed below. The eligibility requirements are discussed and finalized at the Operating Committee meeting held annually prior to the start of the selection process.

Eligibility Requirements for Master's Program in Phase 3 of Nepal JDS Program

All applicants must:

- 1) Work experience, etc.
 - At least 3 years of work experience in Civil Service at the time of application.
- 2) Other requirements
 - Nepali nationals
 - Between the ages of 25 and 40 (both inclusive) as of April 1st, 2024.
 - Having a Bachelor's degree.
 - Gazetted civil servants governed by Civil Service Act of Nepal, currently employed in all ministries, all agencies under ministries, all constitutional bodies or all other institutions and authorities, and all courts, or civil servants (Level 7 and above) originally recruited by the federal government and deputed/adjusted to 7 provincial and 753 local governments.
 - Having a strong will to work for the development of Nepal after their return home.
 - Being in good health.
 - Having English language proficiency sufficiently fluent for studying in Japan.
 - Not serving in the military.
 - Not previously acquired a master's degree after studying abroad on a scholarship awarded by the Government of Nepal or any other development partners.
 - Not currently receiving, or planning to receive, another scholarship through assistance from the Government of Nepal or any other development partners.

2-1-4 Consideration of continued acceptance into Doctoral Programs

The doctorate program was introduced in Phase 2 of the Nepal JDS Program, with a maximum of 2 slots available for acceptance starting in 2019. As for the doctorate program and the number of JDS fellows to be accepted, examined the estimated ratio of applicants, the progress of research by doctoral program fellows in Japan, contributions made by those with doctoral degrees to Government of Nepal, and the needs for doctoral programs within the government, and concluded that it is appropriate to continue accepting doctoral fellows with the current limit of 2 fellows.

The number of applicants in the doctoral program was 11 in 2019, 9 in 2020, and 6 in 2021, indicating an application rate of more than 3 times the quota available each year. The average competition ratio exceeds 10.5 when those that did not apply because they were unable to obtain letters of recommendation from their expecting academic advisors are included.³⁹ As noted above, the doctorate is not a condition for promotion, but it is eligible for points in the promotion process. The average number of applicants over the past 3 years has exceeded the quota by 4.3 times, and in Phase 3, the competition ratio is expected at 3.7 to 1.⁴⁰ Compared to the competition ratio of applicants for JDS host countries in South Asia (2.6 to 1 for Bangladesh and 1.5 to 1 for Sri Lanka), it represents high level of interest in the doctoral program.

Although it is still too early to produce returning fellows for the doctoral program, 3 fellows have come to Japan through Nepal JDS Program to date. Despite the problems in the past with delays in their arrival in Japan due to the COVID-19 pandemic and other factors, all are making good progress in their research.

In addition, the need for doctoral degrees is presumed to be high, as we were able to confirm successful cases in all 4 components of the project's third phase by those who obtained their doctorate degrees through scholarships from development partners in other countries.

Furthermore, MOFAGA, Ministry of Industry, Commerce and Supplies, and Ministry of Agriculture and Livestock Development have more than 10 doctorate holders, and the National Planning Commission and the Supreme Court have more than 5. According to the needs survey of main target ministries, 72.2% of respondents indicated that doctorate holders play a major role in policy development and implementation. All ministries responded affirmatively to the question whether they will continue to need doctorate holders in the future. As for the number of people each ministry would like to see obtain doctorate through the JDS Program over the next 4 years, the total number amounted to 89 per year for all ministries, indicating high expectations for the JDS Program in developing highly knowledgeable human resources through doctorate degrees in Government of Nepal. MOFAGA, which has authority over personnel and human resource development in the civil service, also proposed an increase in the number of doctorate quota.

Based on the above, the Committee concluded that it is appropriate to continue to accept up to 2 doctoral fellows. On the other hand, one of the issues for doctoral program in the Nepal JDS Program is the withdrawal of selected JDS fellows, as described in 1-1-3 Results and Issues of JDS Program in Nepal JDS Program. The survey confirmed that the introduction of strong measures for preventing withdrawals of doctoral fellows is essential for the continued acceptance of doctorate students in the future. This was

³⁹ Number of requests for assistance in obtaining letters of recommendation: 21 in 2019, 36 in 2020, and 21 in 2021.

⁴⁰ The anticipated competition ratio (3.6x) was calculated based on the number of applicants (22), which was calculated by excluding the total number of applicants for infrastructure development (4) from the number of applicants (26) for batches 1~3 of phase 2, against the agreed maximum number of acceptances in the 4 years of phase 3 (8).

also stated in the Minutes of Discussions (M/D) exchanged between MOF of Government of Nepal and the survey team regarding this Preparatory Survey.

Table-19 Successful Cases of Doctorate Holders

Component	Name/Ph.D./Country of origin/Example
Financial Policy, Economic Policy	Dr. PAUDEL Kamal, Director, Department of Custom, MOF (Theoretical Economics/China) Contributed to policy formulation of import restriction policy, domestic and foreign debt policy, etc. Dr. DAKAL Narayan, Under Secretary, IECCD, MOF (International Aid Management/Japan) Contributed to aid management at the International Economic Cooperation Coordination Bureau
Development of Human Resource and Administrative Capacity of Civil Servants	Dr. WAGLE Radha, Joint Secretary, Climate Change Division, Ministry of Forests and Environment (Australia) After studying gender mainstreaming in forestry, she has contributed to gender mainstreaming in various sectors including forestry.
Building of International Relations	Dr. THAPA Surendra, Counsellor of Nepal's Permanent Mission in New York, Ministry of Foreign Affairs, India Dr. PAUDEL Damaru Ballav, Director of Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation, Ministry of Foreign Affairs
Improvement of Legal and Judicial System	Dr. GHIMIRE Ram Prasad, Secretary, Commission for the Investigation of Abuse of Authority (Public Policy/Australia) Dr. GHIMIRE Tek Bahadur, Deputy Attorney General, Office of the Attorney General (Cyber Policy/Korea), contributing to the development of cyber law reform

The eligibility requirements for doctoral programs in the Nepal JDS Program are as follows. As with the master's program, the requirements for acceptance are discussed and finalized by the Operating Committee, which meets annually before the start of the application selection process.

<u>Eligibility Requirements for Doctoral Program for Phase 3 of Nepal JDS Program</u>
<p><u>All applicants must:</u></p> <ol style="list-style-type: none"> 1) Work experience, etc. <ul style="list-style-type: none"> • At least 5 years of work experience in Civil Service at the time of application. 2) Other requirements <ul style="list-style-type: none"> • Nepali nationals • Between the ages of 30 and 45 (both inclusive) as of April 1st of the year of arrival to Japan • Having a Master's degree. • Having at least 5 years of work experience in Civil Service at the time of application • Gazetted civil servants (Under Secretary and above) governed by Civil Service Act of Nepal, currently employed in all ministries, all agencies under ministries, all constitutional bodies or all other institutions and authorities, and all courts, or civil servants (Level 9 and above) originally recruited by the federal government and deputed/adjusted to 7 provincial and 753 local governments. • Having a strong will to work for the development of Nepal after their return home. • Being in good health. • Having English language proficiency sufficiently fluent for studying in Japan. • Should have published one or more peer-reviewed paper/s, in principle. • Not serving in the military.

- Not previously acquired a doctoral degree after studying abroad on a scholarship awarded by the Government of Nepal or any other development partners.
- Not currently receiving, or planning to receive, another scholarship through assistance from Government of Nepal or any other development partner.

2-2 Outline of JDS Program Project Cost

The total project cost required to implement the JDS Program in Nepal in FY2023 was estimated based on the conditions of estimation below. No expenses will be borne by Nepal.

Conditions of Estimation

- As of January 2023
- Exchange rate: 1 US dollar = 142.37 yen, 1 Nepalese rupee = 1.07860 yen
- Period: As shown in the flow chart for the 4 phases of JDS Program Phase 3 (2023 to 2026).
- Other: Estimation was done in accordance with the Japanese government's grant aid system.

2-3 Outline of Obligations of Nepali Side

As mentioned above, members of the Nepal JDS Program OC on the Nepalese side will be same as in Phase 2 and consist of MOF, MOFAGA, and MOFA. The functions and roles of the OC based on the JDS Program Operational Guidelines are as follows.

- Participation in discussions on the development of the Project Plan in the Preparatory Survey for Cooperation
- Selection of final candidates
- Promotion of effective utilization and follow-up of returned JDS fellows
- Other considerations related to the operation and management of the Project

The role of Government of Nepal in the JDS Program is to grant government approval for the JDS Program through the Scholarship Committee, to cooperate in encouraging applications by promoting the distribution of application materials, and to encourage ministries and agencies to cooperate in the JDS Program, to approve study leave for those studying abroad, to monitor JDS fellows on a regular basis through its agencies, and to provide reports to JICA and carry out appropriate placement and utilization of returned fellows. Through periodic reports submitted by the Agent, the government also checks the progress of the JDS Program and pending issues, takes action as necessary, and also provides data necessary for the fellows in the preparation of their dissertations.

The objectives of this project include the development of outstanding young civil servants who are expected to be involved in the formulating and implementation of social and economic development policies and to become leaders of Nepal in the 21st century, as well as the establishment of human network between Nepal and Japan. Government of Nepal is expected to create a database of returned

fellows, provide opportunities to share the results of studying in Japan, and promote utilization of human networks among them, so that returned fellows, including administrative officials trained under the JDS Program, can effectively use the knowledge they gained from studying abroad. In order to strengthen knowledge sharing and networking among JDS fellows, it is expected that the organization of returned fellows will be effective, and it was agreed that Government of Nepal will actively monitor and evaluate returned fellows in this preparatory survey.

2-4 Schedule of JDS Program

The flow of the 4 batches in Phase 2 of the Main JDS Program (2023-2026; the final batch of doctoral fellows to be completed in 2030), which will be implemented after the completion of this study, is shown in the table below.

Table-20 Flow of the Four Terms in Phase 3 of the Main JDS Program (from 2023 to 2026)

Preparation of acceptance plan for FY2022 From FY 2023 batch (arriving in Japan in 2024) to FY2026 batch (arriving in Japan in 2027)	FY2022		FY2023		FY2024		FY2025		FY2026		FY2027		FY2028		FY2029		FY2030	
	First half	Second half	First half	Second half	First half	Second half	First half	Second half	First half	Second half	First half	Second half	First half	Second half	First half	Second half	First half	Second half
Preparation of acceptance plan for FY2022 General design		← Preparatory Survey for Cooperation →																
FY2023 (First batch) From recruitment and selection of the first batch students to their arrival in Japan, enrolment and return to Nepal.		OD	★	Recruitment and selection	Arrival of JDS fellows and enrolment					Master's degree students return home		Doctorate students return home						
FY2024 (Second batch) From recruitment and selection of the second batch students to their arrival in Japan, enrolment and return to Nepal.				OD	★	Recruitment and selection	Arrival of JDS fellows and enrolment			Master's degree students return home		Doctorate students return home						
FY2025 (Third batch) From recruitment and selection of the third batch students to their arrival in Japan, enrolment and return to Nepal.						OD	★	Recruitment and selection	Arrival of JDS fellows and enrolment		Master's degree students return home		Doctorate students return home					
FY2026 (Fourth batch) From recruitment and selection of the fourth batch students to their arrival in Japan, enrolment and return to Nepal.								OD	★	Recruitment and selection	Arrival of JDS fellows and enrolment		Master's degree students return home			Master's degree students return home	Doctorate students return home	

★ Cabinet meeting/Exchange of Notes (E/N)
(followed by the agent agreement after Grant Agreement (G/A) and Detailed Design)

For the main project, an E/N and G/A will be concluded annually between Government of Nepal and Government of Japan over the next 4 years. JICA will recommend the consultant to Government of Nepal as an implementing agency (hereinafter referred to as “Agent”). The consultant for this preparatory survey will enter into a contract with Government of Nepal as the Agent for the JDS Program and will be responsible for the implementation of the Program on behalf of Government of Nepal. The main JDS Program activities to be carried out by the Agent are i) support for the recruitment and selection process of applicants; ii) offering information on study in Japan to applicants; iii) support for procedures necessary for the arrival and enrollment of selected JDS fellows in Japan; iv) financial management of tuition and scholarships; v) support for preparation and orientation for JDS fellows coming to Japan; vi) monitoring of the JDS fellows during their stay in Japan (academic and daily life), vii) supporting for their returning home, viii) holding follow-up seminars for JDS returned fellows by faculty members of the accepting university, and ix) other tasks needed to implement the program.

The following are the points to be noted in the activities of the main project.

2-5 Effective Methods of Recruitment, Selection and Application

(1) Preparation and Distribution of Application Guidelines

As a measure to prevent COVID-19 infection and to efficiently reach a large number of potential applicants, and in consideration of civil servants assigned to rural areas, a website was introduced in Phase 2 to enable applicants to obtain publicity materials such as application guidelines and other related information. Meanwhile, printed materials continue to be prepared for applicants who have difficulty obtaining information online. The website design was also improved to further promote the branding of the JDS Program. It is important to continue to develop an attractive website to further enhance the JDS Program brand.

(2) Promotion Seminars

From the viewpoint of preventing transmission of COVID-19, promotion seminars have been conducted online from the second batch of Phase 2 (various explanations in lecture videos were viewed on the website, and webinars were used for Q&A sessions). The convenience for civil servants assigned to rural areas was greatly improved by eliminating the need to travel to promotion seminars previously held only in Kathmandu. At the same time, the number of promotion seminars has also increased, making it easier for more civil servants interested in the JDS Program to access information. It is important to pay attention to access from rural areas, bearing in mind that outstanding candidates are assigned to rural areas as well.

Some of those involved in the program have expressed a desire to resume in-person promotion seminars in Kathmandu and as well as in other provinces. We were also informed during the preparatory survey that other development partners are also considering resume in-person explanatory meetings. It is therefore necessary to consider the resumption of in-person promotion seminars in parallel with the online sessions, giving heed to the status of the COVID-19 pandemic. Regarding the support to preparation of research plan, it is desirable from the viewpoint of improving the quality of research proposal submitted by the applicants to continue with relevant contents in the application guideline, the lecture video, webinar Q&A sessions on research proposal writing by the Agent as well as Nepalese academic researchers familiar with the master's programs of Japanese universities.

In the fourth batch, the Agent also incorporated guidance on writing a research proposal, an explanation of courses in each university, and a Q&A session with the cooperation of the faculty members of Japanese host universities.

Furthermore, since the formulation of research plans by administrative officials requires a different perspective from that of university faculty members and researchers, guidance on research plans by returned fellows may also be effective. For applicants who wish to obtain individual advice on

their research plans, it is desirable to consider setting up a dedicated inquiry desk (available by e-mail) so that returned fellows can provide advice on draft research plans.

(3) Application Encouragement

In addition to promotion seminars, it would be effective for the Agent would encourage application to potential applicants with component-related work experience and academic backgrounds, and for promising candidates who are expected to assume leadership roles in the government in the future, whom are recommended by JDS returned fellows, It would also be effective to to continue encouragement of applications through JICA officials, taking into consideration the synergistic effects with other JICA programs, is also desired.

(4) Promotion of Women's Participation

In order to promote applications from women, it is important to resolve their concerns about life after coming to Japan and to build consensus among their families. In Phase 2 of the project, promotion seminars only for prospective female applicants, web-based discussion meetings between prospective female applicants with their families, and current and returned female fellows with their families, and a mentoring program by female returned fellows were introduced by the Agent. As the survey confirmed that many respondents thought these efforts to be effective in promoting female applicants, it is important to continue this effort in the future.

In addition, the existence of a female civil servants' network and an advocacy group⁴¹ for gender equality were identified during this preparatory survey. New approaches to encourage applications through such networks and advocacy groups are desirable. For more information, see Paragraph (5) Initiatives for Promotion of Gender Equality and Development of Female Leaders in Section 3-5 Issues and Recommendations.

(5) Securing Human Resources that Contribute to Strengthening Bilateral Relations

From the third batch of Phase 2, the following 3 points were added to the existing evaluation items in the final interviews for the master's and doctoral programs in order to select candidates who will contribute to strengthening bilateral relations and make JDS Program a diplomatic conducive program: i) candidate's specific plan to contribute to strengthening bilateral relations, ii) possibility of assuming an organization or position that is expected to contribute to strengthening bilateral relations upon returning to Nepal, and iii) the candidate's attitude toward strengthening bilateral relations with Japan. In the fourth batch of this phase, the Agent held a recruitment briefing session targeting MOFA staff with the aim to secure human resources who can contribute to the

⁴¹ The Network of female civil servants is organized by the Joint Secretaries, including the Director General of the Ministry of Women, Children and Senior Citizens. The Gender Equality Advocacy Group is organized by the Joint Secretary of the Climate Change Division of the Ministry of Forests and Environment, who is a returned fellow of the Australia Awards.

strengthening of bilateral relations with the cooperation of MOFA, a key target organization of the “Building of International Relations” component. This has resulted in the first application by MOFA staff since the start of Phase 2. During the interviews conducted during this field survey, MOFA of Nepal promised continued cooperation in the future. Continuation of focused application recommendations for foreign service civil servants will be effective in terms of securing human resources that will lead to stronger bilateral relations.

(6) Interview Preparation Support

Mock interviews for technical and comprehensive interviews, which were not conducted in Phase 1, were introduced in Phase 2 by the Agent. Mock interviews were conducted face-to-face (online in some cases for those living in rural areas) during the first batch of recruitment and selection which was not affected by COVID-19. Mock interviews have been conducted online since the second batch. Many applicants thought that the mock interview helped them understand their lack of preparation and the need to prepare carefully for the actual interview, which ultimately led to their acceptance. Its continuation is therefore desired in the next phase.

(7) Online Application Acceptance

Online application has started for the Master’s Program of Nepal JDS Program. The Agent in Phase 2 built an in-house system for JDS Program from the third batch of application acceptance and has put an operational system in place. This has allowed applicants assigned to rural areas at the time of application to have a fair opportunity of application. The “Information Security Operation Regulations” has been established for the operation of the in-house system. Provisions regarding responses to information security incidents and self-inspection were added to “Information Management and Confidentiality Regulations” and “Personal Information Management Regulations,” which had been put in place by the Agent, to provide a complete system for responding to any incidents that may occur. In addition to information security training provided through e-learning, compliance training that leads to enhanced information security is conducted regularly to ensure that all JDS Program personnel (head office and local offices) are thoroughly aware of information security. It is important to continue our efforts to strengthen information security so that we can continue to accept applications online without any problems.

2-6 Pre-Arrival Orientation, Post-Arrival Training and Value-Adding Activities

2-6-1 Implementation of Pre- and Post-Arrival Orientations

In the orientation before coming to Japan, lectures on Japanese culture, lifestyle, and customs are given to help JDS fellows adjust to life in Japan. In particular, Japanese language classes held before and after their arrival in Japan are essential for their daily life. In order for JDS fellows to become human resources that contribute to strengthening bilateral relations during their stay in Japan, it is important to provide substantial training also from the perspective of building their network in Japan and fostering

Japanologists. To this end, training hours will be greatly expanded from the third batch of Phase 2 with the goal of mastering N5-level Japanese (from FY2021 fellows onward). In order to ensure seamless and effective implementation of classes in Japan before and after their arrival in Japan, care should be taken to ensure that Japanese language education institutions in Japan conduct the training in coordination with local Japanese language schools.

In the orientation after arrival in Japan, the Agent will organize a lecture in Phase 2 by a disaster prevention expert to learn about the measures to be taken against frequent natural disasters that occur in Japan. In addition, it has been confirmed that assistance has been offered in such a way that enable the JDS fellows to learn how to protect themselves by acquiring knowledge and skills about disaster prevention, experiencing earthquake tremor, and learning how to evacuate from smoke in case of fire at the Disaster Prevention Education Center of the Fire Department. Nepal, like Japan, frequently experiences natural disasters such as floods and landslides caused by torrential rains. Nepal also experienced significant damage from a major earthquake in 2015. Visiting such facilities shall ideally be continued as it will help to expand knowledge about Japan in areas such as disaster prevention skills and awareness, and to apply them back home.

There were some among the JDS fellows who came to Japan in the past that did not follow the rules of the JDS Program and, in turn, the social rules. Some fellows caused problems with neighbors. Past cases include: i) working part-time jobs, which is prohibited in the JDS program; ii) complaints from neighbors due to the noise made by the JDS fellow or family and hygiene-related complaints for not observing garbage disposal etiquette; iii) detainment by the police for disruptive behavior on the train; iv) unpaid fees upon moving out of residence, which the Agent had to cover temporarily; when the Agent asked for repayment, the JDS fellow did not respond. The agent has been informed by JICA to remind the participants about these cases at the post-arrival orientation and on other occasions.

In order to prevent any violation of regulations or problems, the pre-arrival and post-arrival orientations should focus on compliance in particular, and a written pledge promising not to violate any compliance rules should be obtained in advance.

2-7 Monitoring and Welfare Guidance

According to the results of the survey conducted on returned fellows, 30.0% chose the JDS Program because of the support in areas of welfare and guidance provided by the Agent.⁴²

2-7-1 Implementation System

The Agent in Phase 2 has established a system that provides detailed support for JDS fellows to facilitate their studies and daily life in their locality by employing regional support staff from the residents of the area where each university is located. The regional support staff has proven to be effective in managing

⁴² See: Annex 7-5

the operation of JDS Program. For Nepalese JDS fellows, it is important to strive towards securing reliable regional support staff in cooperation with the OB/OG organization of JICA volunteers that have returned to Japan from Nepal, NPOs supporting foreigners in the vicinity of the university, and university support clubs for international JDS fellows.

2-7-2 Monitoring

During the quarterly monitoring that has been implemented since Phase 2, interviews with JDS fellows themselves as well as with their academic supervisors have been started by the Agent. Mental and daily life aspects are checked at that time in addition to academic aspects, and support is offered by the aforementioned regional support staff if necessary. Fellows' academic records will also be collected and used as a reference. In addition, the Agent will also check their participation in extracurricular activities such as the Japanology programs, value-added training, exchange meetings, community activities, volunteer activities, etc., and information supporting the development of human resources that will contribute to stronger bilateral relations is provided.

In order to ensure the completion of the curriculum in 3 years, it is necessary to pay special attention to the JDS doctoral fellows to monitor their research, and any delays in research and thesis writing should be resolved quickly. One of the accepting universities suggested that the number of hours spent on the dissertation be included as an indicator for monitoring performed by the Agent, and explained that in the case of humanities, a minimum guideline of about 24 hours per week would produce reasonable results. It would also be beneficial to add such a numerical indicator as a monitoring measure.

It is also important to monitor health in addition to academic performance. It should be noted that mental health problems, in particular, should be addressed promptly. The aforementioned compliance should also be brought to the attention of JDS fellows during the monitoring.

2-7-3 Welfare Guidance

The JDS Program provides support for JDS fellows from the time they arrive in Japan to the time they return to their home countries, including finding housing, helping them move in, notifying the authorities of their needs in Japan, assisting them in the event of illness, accident, or disaster, and helping them move out of their homes, etc. To ensure that JDS fellows become comfortable members of the local community, the aforementioned community support workers provide the following support.

- Assistance with moving and shopping at the beginning of their stay
- Information on important local places for daily life (evacuation centers in case of disasters, English-speaking hospitals, government offices, etc.)
- Advice on daily life, such as garbage disposal manners and rules
- Accompanying patients to hospitals for unexpected emergencies (that cannot be dealt with by the Agent).

- Mental support

The following is a summary of 3 points to keep in mind concerning welfare guidance.

(1) Assistance for Moving-in

In the orientation after arrival in Japan, the customs related to the home rental, such as the rent system, deposit, key money, key change charge, restoration of original condition at the time of moving out, etc., will be explained. Problems that JDS fellows have faced in the past will also be shared to avoid housing-related problems for the fellows later on. When providing information on university dormitories and housing, and assisting fellows in finding housing and signing contracts, information such as distance to the university, supermarkets and convenience stores, as well as distance to other Nepalese JDS fellows' residences is provided so that the JDS fellow, whether single or with a family, can choose a property that he/she is comfortable with. Currently, the number of Nepalese nationals in Japan is close to 100,000. There is a Nepalese real estate company in Tokyo and they are familiar with information on areas where many Nepalese people live. The Agent will consider using these real estate agencies to ensure stable life of the JDS fellows after their arrival in Japan.

(2) Disaster Response

It is essential to confirm the safety of JDS fellows in the event of disaster. An SNS group for JDS fellows to communicate at the time of disaster will be created, and in the event of an earthquake of intensity 5 or higher, the safety of JDS fellows will be promptly confirmed regardless of the location of the university. In the event of an earthquake of the same or greater magnitude in the area where the JDS fellows and the university are located, efforts will be made to confirm the safety of fellows as soon as possible using all media simultaneously, including telephone, e-mail, and SMS. Furthermore, when selecting a residence, the Agent should include hazard map information in the contract and confirm the location of the nearest evacuation center. In addition, the Agent will purchase emergency supplies and distribute them to JDS fellows.

(3) Support for Procedures Required by JDS fellow Upon Departure

Procedures and support related to family members of JDS fellows are outside the scope of our work but must be kept in mind as they are also related to the decline of fellow's motivation. There was a case of a returned fellow from a JDS program in another country in which the fellow expressed dissatisfaction about the family not being able to attend the graduation ceremony. Although the Agent would instruct JDS fellows to have their families return home before them, it is desirable not to establish a uniform rule that "all family members must return one month before the completion of the program," which was the instruction given by the Agent in Phase 1. Many JDS fellows have requested permission the attendance of their families at the graduation ceremony. It is desirable to give consideration to such requests, in case the university permits family members

to attend the graduation ceremony. The JICA study team is aware of a case in which the lack of support from the Agent when a family member was denied a visa to come to Japan led to a decline in the reputation of the JDS Program. In the first and second batches of Phase 2, family members faced difficulties coming to Japan due to tightened quarantine measures against the COVID-19 pandemic, which had a negative impact on the mental health of many JDS fellows and a significant impact on their studies. Based on this reality, it is desirable to deal with serious cases that may have an impact on JDS fellows' studies, with special attention to issues related to their families. JDS fellows who have experienced such a response will continue to feel an affinity to the JDS Program even after they return home, and this is expected to lead to the strengthening of bilateral relations.

2-8 Follow-Up Plan

In this preparatory survey, we conducted a questionnaire for returned fellows about their suggestions for making a greater contribution to solving development issues in their home countries. Suggestions were obtained from 61 out of 72 fellows. The suggestions were positive, and included: "Create opportunities to present to government officials about the content of research conducted while studying abroad," "Support for assignments to areas where knowledge gained while studying abroad can be better utilized," "Create alumni association for returned JDS fellows," "Continue to disseminate research results through alumni association," "Hold regular and ongoing dialogue among returned fellows," "Hold regular training programs for returned fellows," "Reform the organizations to which returned fellows are assigned through strategic assignment," and "Formulate effective plans for utilization of returned fellows by the government and build a database for the utilization of returned fellows."

As for alumni associations, 8 (13.3%) and 14 (23.3%) of 60 valid responses said that they currently belonged to JAAN (JICA Alumni Association of Nepal) and JUAAN (Japan Alumni Association of Nepal), respectively, while a majority 31 (51.7%) were not affiliated with any alumni association. An overwhelming 93.3% of the respondents indicated that an alumni association exclusively for returned JDS fellows is necessary. Desired activities mentioned include: networking among administrative officials (91.1%), sharing knowledge and skills learned in Japan with other returned JDS fellows (89.3%), exchanging information about Japan (73.2%), and contributing to society through alumni associations (66.1%).

Regarding follow-up measures for returned fellows, support for their assigned institutions and follow-up seminars have been started in Phase 2. However, an alumni association of returned JDS fellows has yet to be organized. Scholarship programs offered by development partners in other countries are focusing on follow-up programs for returnees, as follow-up programs are considered to contribute to strengthening bilateral relations, as described below.

Under these circumstances, discussions with the Nepalese side during the preparatory survey confirmed that follow-up activities will be undertaken in the new phase. Consideration was also given to organizing

alumni association in order to strengthen knowledge sharing and networking among returned JDS fellows.

2-9 Consideration of Japanese-Language Medium Quota

The establishment of a Japanese-language medium quota for studying master's programs in Japanese is expected to be a highly successful outcome of the JDS Program in terms of human resource development that will contribute to strengthening bilateral relations. In this survey, we identified and confirmed the needs of target organizations for the establishment of a Japanese-language medium quota in Nepal, the requirements for such slots, the availability of civil servants who meet those requirements, and the support needed to fulfill the requirements.

When one studies a master's course in Japanese, Japanese universities require applicants to submit a research plan and reasons for their application in Japanese, as with other Japanese applicants. In addition, some universities have introduced the Examination for Japanese University Admission for International Students (EJU) offered by JASSO, which requires a high level of Japanese language proficiency. According to a hearing conducted with Mr. Yoshiharu Kamimura, head of the Japanese language department at Tribhuvan University, who has been involved in Japanese language education in Nepal for many years, it is desirable for those who wish to study at a master's course in Japanese to have obtained at least N2, and if possible N1, of the Japanese Language Proficiency Test in advance.

In the field survey of the priority target organizations, any "government officials who meet the application requirements for the JDS Program and have proficiency in Japanese" were not identified. Nor did any respondents indicate that "there are departments within the ministry where studying at a master's degree in Japanese medium is more beneficial than studying in English."

In addition, if a JDS fellow with no Japanese language ability from Nepal, which is a non-Kanji using country, to obtain a master's degree through the course conducted in Japanese, it would normally take 3 years to acquire the minimum level of Japanese language proficiency, which is N2 level of Japanese Language Proficiency Test.

Based on the above survey results, we will not establish a fixed quota for Japanese-language medium for Nepal this time, but shall ideally consider creation of master's degree programs in Japanese when new needs are identified within Government of Nepal, when a system is in place for Japanese-language skills to be utilized after returning to Nepal, and when there are more applicants who meet the qualification requirements.

Chapter 3. Verification of Validity and Effectiveness of the JDS Program

3-1 Consistency of JDS Program with Development Agenda and Country-Specific Development Cooperation Policies

3-1-1 Consistency with Development Plan of Nepal

Nepal’s higher-level policies have led to the formulation of the 15th Plan (2019/20 to 2023/24). The plan sets “Prosperous Nepal, Happy Nepali” as its long-term vision until 2043 by achieving income growth, human resource growth, and reduction of economic vulnerability by 2022, and achieving the Sustainable Development Goals (SDGs) by the same year. The country aims to achieve ambitious growth, making the transition from least developed country to upper middle-income country by 2030 and graduating from middle-income status by 2043. The 15th Plan outlines 10 long-term national goals.

JDS Program contributes to 1.2 “Developing and Maximizing the Use of Human Capital Potential” in that it is a human resource development program. As for each component, 1-1 “Financial Policy, Economic Policy” is directly related to 1.4 “High and equitable national income,” 2-1. “Development of Human Resource and Administrative Capacity of Civil Servants,” 2-2. “Building of international relations,” 2-3. “Support for the development of legal systems,” 2.4 “Good governance,” and 2.5 “Inclusive democratic society.” The JDS project is therefore highly consistent with Nepal’s development plan.

Table-21 Ten Long-Term National Goals Indicated in the 15th National Plan

No.	1. Prosperity	No.	2. Happiness
1.1	Accessible and modern infrastructure -and intensive connectivity	2.1	Well-being and decent life
1.2	Development and full utilization of human capital potentials	2.2	Safe, civilized and just society
1.3	High and sustainable production and productivity	2.3	Healthy and balanced environment
1.4	High and equitable national income	2.4	Good governance
		2.5	-Comprehensive democracy
		2.6	National unity, security and dignity

Source: Government of Nepal, National Planning Commission, The Fifteenth Plan (FY 2019/20-2023/24), page 26

3-1-2 Consistency with Japan’s Development Cooperation Policy for Nepal

Japan’s Development Cooperation Policy for Nepal (Ministry of Foreign Affairs of Japan, 2021) lists “Assistance for a balanced and sustainable economic growth, aiming at Nepal’s graduation from the LDC status” as the Major Targets, and (1) Economic growth and poverty reduction, (2) Disaster prevention and climate change measures, and (3) Enhancement of governance and democratization, as priority areas (Medium Targets).

In addition, in the Rolling Plan for Nepal, 3-1) Human resource development for governance, and 3-2) Legal Support, are included as development issues in Priority Area (3) Enhancement of governance and democratization. The JDS Program is positioned as a project to be implemented under the “Enhancement of Governance and Democratization” category.

Table-22 Rolling Plan for Nepal

Priority Areas of Assistance (Medium-term Targets)	Development Issues (Sub-goals)	Japan's Assistance Program
(1) Economic Growth and Poverty Reduction	1-1 Transport Infrastructure and Connectivity	Transport Infrastructure and Connectivity Program
	1-2 Power and Energy	Power and Energy Program
	1-3 Agriculture	Agriculture and Rural Development Program
	1-4 Education	Education Program
	1-5 Health Sector Enhancement	Health Sector Enhancement Program
	1-6 Urban Environment Improvement	Urban Environment Improvement Program
	1-7 Private Sector Development and Human Resource Development for Industrial Revitalization	Private Sector Development Program
(2) Disaster prevention and climate change measures	2-1 Post-Earthquake Reconstruction and Disaster Risk Reduction	Post-Earthquake Reconstruction and Disaster Risk Reduction Program
	2-2 Measures against Climate change	Climate Change Program
(3) Enhancement of Governance and Democratization	3-1 Human Resource Development for Governance	Government Administrative Capability Enhancement Program
	3-2 Legal Support	Legal support program

Source: Ministry of Foreign Affairs of Japan, Country Development Cooperation Policy for Nepal (Sept. 2021), Prepared by JICA Preparatory Team based on Rolling Plan for Nepal.

The development issues (components) in Phase 3 of the JDS Program are 1-1 Financial Policy, Economic Policy, 2-1 Development of Human Resource and Administrative Capacity of Civil Servants, 2-2 Building of International Relations, and 2-3 Improvement of Legal and Judicial System. This is highly consistent with the country-specific development cooperation policies.

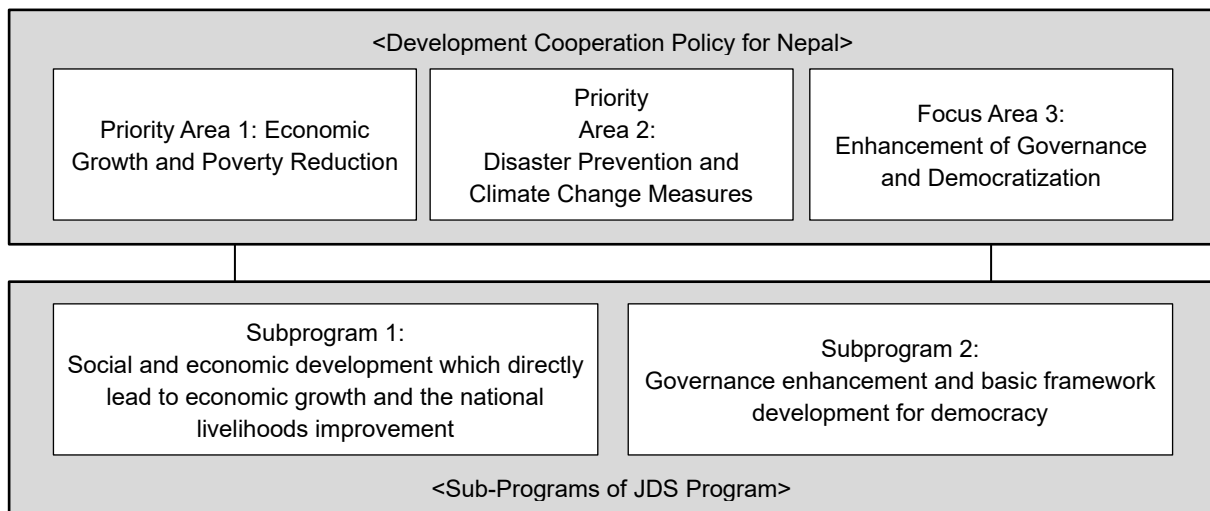


Figure-2 Relationship between the Priority Areas of Country Development Cooperation Policy for Nepal and JDS Program (Sub-Programs)

3-1-3 Relevance of Implementation as Japanese Grant Aid

Grant aid is assistance that provides funds to a recipient country without imposing any obligation of repayment. Japan has been providing grant aid mainly to developing countries with relatively low-income levels. The specific countries to which Japan provides grants are determined based on a comprehensive review of the country's economic and social development situation, development needs, bilateral relations with Japan, the nature of the request, and other factors. The International Development Association's criteria for countries eligible for interest-free loans⁴³ are used as a guide in determining which countries are eligible for aid. The main target areas consist of projects with low profitability that are difficult to implement with the partner government's own funds or loans in the area of basic human needs (BHN) (e.g., medical and health care, sanitation, water supply, primary and secondary education, rural and agricultural development) as well as environment and human resource development. Grant aid⁴⁴ contributes to nation-building toward self-reliance of recipient countries in cooperation with technical cooperation and interest-bearing loan projects implemented by Japan and other development partners.

Located between China and India, Nepal has a land area of 147,181 km² and a population of 29.14 million (Nepal Bureau of Statistics, 2021). Nepal is a landlocked country with geographical constraints, natural disasters, inadequate social infrastructure, and governance issues, and has the low productivity of agriculture, which is its main industry. Income level is the lowest in Southeast Asia and the country is therefore categorized under Least Developed Countries (LDC). While Nepal was in the process of recovering from the 2015 earthquake and tsunami, the COVID-19 outbreak has caused a significant decline in the economy, making sustainable economic growth an urgent issue. The situation is critical for the country's development to strengthen governance, which is at the core of self-sustaining development, to entrench democracy, and to continue to support the country's transition out of LDCs.

The implementation of the JDS Program through grant aid is highly appropriate because it is considered to contribute to the development of outstanding administrative officials that can respond to the development issues faced by Nepal, to the development of human resources who can contribute to strengthening the bilateral relationship, and to the strengthening of the bilateral relationship.

3-1-4 Consistency with Japan's Foreign Policy

Since 2016, Japan has been promoting the "Free and Open Indo-Pacific" (FOIP) as its foreign policy to turn the Indo-Pacific region into "international public good" that brings stability and prosperity to all countries without distinction by maintaining and strengthening a free and open maritime order based on the rule of law in the region. The new plan for FOIP announced by the Ministry of Foreign Affairs seeks to promote the realization of FOIP through initiatives under the four pillars of "Principles of peace and

⁴³ GNI per capita \$1,205 (<https://ida.worldbank.org/en/about/borrowing-countries>)

⁴⁴ "Overview and Efforts by Aid Type, What is Grant Assistance" Ministry of Foreign Affairs, (April 17, 2015). <https://www.mofa.go.jp/mofaj/gaiko/oda/seisaku/keitai/musho/about.html> (see November 15, 2022)

rules for prosperity,” “Addressing issues in the Indo-Pacific Stream,” “Multi-layered connectivity,” and “Security and safe use initiatives expanding from the sea to the sky.”⁴⁵ Proposed under one of the four pillars, “multi-layered connectivity” is an effort to “take the connectivity of ‘people’” a step further to strengthen the connectivity of ‘knowledge’.” The JDS Program in Nepal, located in South Asia, coincides with this initiative, and is highly consistent with Japan’s foreign policy.

3-2 Anticipated Effectiveness of JDS Program

Since the JDS Program is a human resource development project, its effects are expected to manifest over the long term. For this reason, we have set “Improving the capacity of relevant administrative agencies for policy making through human resource development” as the primary objective of this project. By supporting “young administrative officials who can play an active role in the core of the government of the country where the JDS project is implemented to obtain a degree (master’s or doctorate) from a graduate school in Japan,” the project aims to “develop human resources for solving development issues in the country” and “build human networks between Japan and the government of the country” to “contribute to solving development issues and strengthening bilateral relations in terms of human resources.”

The project effects of the JDS Program are anticipated as follows.

- Young administrative officials will obtain a degree (master’s or doctorate) in Japan and acquire expertise that will contribute to solving problems in their respective fields.
- The young administrative officials will contribute to planning and policy-making for development issues after their return to their home countries and will take a leadership role in their organizations, thereby strengthening the functions of the organizations concerned.
- The acceptance of JDS fellows will help build bilateral mutual understanding and friendly relations, strengthen the international competitiveness of host universities, and enhance international intellectual networks.
- In addition to the acquisition of specialized knowledge at graduate schools in Japan, female administrative officers capable of exercising leadership in solving problems in their home countries will be nurtured through training for career development after their return to their home countries.

Establishment of a host framework that meets the human resource development needs of the JDS host country, strategic selection of recipients, provision of educational programs for human resource development that contribute to solving development issues in the host country, guidance on research, value-adding training conducted by the university or proxy institution while studying abroad, and follow-up after returning to the host country are needed to materialize the above-mentioned effects, Such

⁴⁵ New Plan for a Free and Open Indo-Pacific (FOIP)”) Ministry of Foreign Affairs (March 20, 2023)
See: https://www.mofa.go.jp/mofaj/fp/pp/page3_003666.html (April 12, 2023)

series of efforts by the host government, the Operating Committee, and the university are important, and only through these efforts can the expected effects be realized.

3-3 Comparative Advantage Over Scholarships Offered by Other Development Partners

According to the survey of JDS returned fellows, 59 (84.3%) of the 70 valid responses indicated that the JDS scholarship was the most preferred scholarship of all other scholarships. The main reasons given include: Japan excelled in the area of study they wished to pursue (58.6%), the courses at their host university were attractive (52.9%), they like Japan and the Japanese people (34.29%), and JDS fellows can bring their families (30.0%). On the other hand, 6 respondents (8.6%) mentioned “Australia Awards,” 1 (1.4%) “IMF scholarship,” and 1 (1.4%) “U.S. scholarship” as the scholarship they most wanted to receive. Reasons given include: host country is advanced in their field of study, the host university’s program is excellent, the host university has high ranking, students can bring their families (in reference to Australia), English is commonly spoken in the host country. and the quality of life for international students is high (in reference to Australia and USA), the amount of scholarship is higher than other scholarships (in reference to Australia and IMF).

This study analyzed the comparative advantages of the JDS Program based on the results of surveys on similar programs by other development partners and extracted suggestions for the JDS Program (see the table below). In addition to actively communicating the attractiveness of the JDS Program to the upper management of the target organizations and potential applicants, it will be necessary to take note of the issues to be considered in order to further enhance the comparative advantage of the JDS Program. The details of these considerations will be summarized in 3-6 Issues and Recommendations in the final version of the report.

Table-23 Comparative Advantages of the JDS Program to Scholarship Programs by Other Development Partners

Item	Superiority of JDS Program	JDS Program	Australia	Korea	China
Number of students received from Nepal	◎	The maximum number of fellows accepted is fixed at 20 for master's program and 2 for doctorate, allowing for the establishment of ongoing relationships with the host country.	Project budget varies from year to year and the number of accepted students fluctuates: 29 (13) in FY 2019, 23 (14) in FY 2020, and 7 (3) in FY 2021. The number in parentheses refers to the number of civil servants.	The number of students accepted to Nepal is not fixed and changes from year to year depending on whether or not the applicant is accepted to the university in the given year. 1 in FY2020, 19 in FY2021, and 14 in FY2022 (all civil servants)	Information not available
Civil servant quota	◎	By focusing on government officials who would play a core role in the government in the future, the program can effectively support the development of the host country from the policy-making stage.	Not available	Available	Available
Field of Studies and Universities	○	Financial Policy, Economic Policy, Development of Human Resource and Administrative Capacity of Civil Servants, building international relations, and Improvement of Legal and Judicial System. The fields of study and host universities are determined based on the needs of the target countries and are fixed for 4 years in each phase, enabling effective and continuous support for development in the host countries.	Disaster management, economy, education, social inclusion (gender, disability, etc.), governance, health, environment, infrastructure development, etc. Applicants decide on the university (field of study) and Nepal can send students to those fields where there are outstanding applicants.	Climate change, social economy, ICT policy, public administration, administrative reform and agricultural economics, agricultural production, urban and regional development, health policy and strengthening fiscal management, agricultural value addition, e-governance, energy science and policy, gender and rural development, fiscal and tax policy, gender and development, local administration, trade and industrial policy, aviation management, ICT fusion-based technology, entrepreneurship competitiveness, economic development, international educational leadership, fisheries science, capacity building for SDGs, civil society leadership, Gender leadership For each of the above 25 courses, 1 university has been selected (application for 2023) and is reviewed annually.	National development, public policy, commerce, education, diplomacy, international relations, international dialogue, Chinese public administration, urban development, transportation engineering, forest economic policy, tourism and hotel management, industrial engineering, information and communication engineering, public health, fishery science, meteorology, soft engineering, accounting, environmental engineering, environmental management, law, electrical engineering, railway transportation engineering, business management, comparative education, governance, women's leadership and social development, advanced nursing, rail transportation engineering, and auditing. One university has been selected for each of the 37 courses listed above (application for 2023) and is reviewed annually.

Item	Superiority of JDS Program	JDS Program	Australia	Korea	China
Duration of study		It is as long as 2 years and 1.5 months (23 months for IUJ only), and the longer leave period may affect promotion.	Duration of study abroad depends on the host university. In case of unavoidable circumstances, students can take a leave of absence during the course of the program, giving them a high degree of freedom.	Mostly 17-18 months, 21 months maximum	1-year master: 10 courses 2-year master: 27 courses
Doctorate course	◎	Upper limit of 2 Capable of training administrative officers with advanced knowledge directly related to development issues in the host country. Important position due to lack of support from other countries.	Not available but accepted through other scholarships.	Strengthening competitiveness of technological entrepreneurship based on ICT convergence Gender Leadership Started 3 years ago. However, only KOICA scholarship returnees are eligible, and there is no record of acceptance to date.	3 in theoretical economics
International ranking of host universities ⁴⁶		Considered unattractive by some applicants for not necessarily being high.	Wide choice of universities, as each student can choose his/her university.	Seoul National University (29th in QS world university ranking), Yonsei University (78th in THE world ranking), and many other high-ranking universities are included.	Tsinghua University (14th in QS world ranking), Peking University (12th in world ranking), and many other high-ranking universities are included.
Language training	◎	The program provides 40 hours of Japanese language training before coming to Japan and 115 hours after arrival to help fellows begin their new lives promptly. However, some administrative officials have commented that it is difficult for them to manage study and work before coming to Japan.	A course in English is offered before departure if the English level is not sufficient.	The program itself does not offer any training, but students take language and culture classes offered by the university to learn the minimum amount of Korean necessary for daily life after entering the university.	Unknown
Scholarship ⁴⁷		The scholarship is awarded on the basis of Ministry of Education, Culture, Sports, Science and Technology (MEXT) scholarship. Many JDS fellows request increase in the amount of scholarship.	Monthly stipend Master's degree: 2466AUD (approx. 226,500 yen) No talk of increasing the amount of scholarship.	Monthly stipend Master's degree: 999,000KRW (approx. 104,197 yen) is lower than that of the JDS Program, but since housing expenses are provided free of charge by the university, there is no talk of increasing the amount of scholarship.	Monthly payment amount Bachelor's: 3,600CNY (approx. 70,000 yen) Doctorate: 4200CNY (approx. 81,700 yen)

⁴⁶ See Annex 7-2 Accepting Universities of Scholarship Program by Other Countries. Refer QS World University Ranking 2023 for the ranking of each university.

⁴⁷ 1AUD (Australian dollar) = 91.8394 yen, 1KRW (Korean won) = 0.1043 yen, 1CNY (Chinese yuan) = 19.4562 yen (December 6, 2022)

Item	Superiority of JDS Program	JDS Program	Australia	Korea	China
Assistance while in Japan	◎	Support for the acquisition of academic skills through a special program (JPY500,000/year/person) applied for by the university, which is allocated for pre-training, fieldwork, supplementary lessons, etc. International networking with officers from other countries could be built via trainings for JDS fellows from multiple countries.	The program provides grants for tutoring in subjects in which the student has difficulty, course fees to further his/her knowledge through additional courses, and participation in international conferences.	Grants for workshops, symposiums, seminars, and research expenses.	Not known
Support System for International Students	◎	The Agent assists in the recruitment, selection, travel, support while studying abroad, and return home.	Recruitment, selection, and travel support are conducted by the Agent of the scholarship program. International student support staff at each university assists international students during their study abroad.	KOICA conducts recruitment activities, and selection is carried out by the universities. International student support staff at each university assists the students during their study abroad.	The university's international student support staff assists international students during their study abroad.
Accompanying family members	○	Can be invited from 3 months after arrival in Japan.	Can travel together. However, with the exception of foreign students with infants or those with disabilities, it is recommended that the family members arrive 3 months later.	Not allowed. Short-term visits only.	Not allowed.
Life as a foreign student		As there are few university dormitories with adequate facilities, fellows must make their living arrangements by paying from their housing expenses or scholarship. There is a constant desire for increasing the amount of scholarship for this reason.	The university's facilities are a major attraction.	In many cases, universities provide student dormitories with swimming pools, gymnasiums, etc. free of charge. International students do not need to purchase furniture and other daily necessities, even if they select off-campus housing.	Residence in on-campus dormitories provided free of charge by the university. Low cost of living, with the on-campus cafeteria being inexpensive (about 100 yen) or free of charge.
Gender Consideration	○	The program encourages female applicants and has implemented many gender policies, such as holding women-only promotion seminars, mentoring programs for female returned fellows, etc. Although the percentage of female JDS fellows exceeds the percentage of female to all Gazetted Officers, consideration for women in the selection process is limited to the case of a tie with men in the final	Half of the scholarship recipients are women.	Has requested that 30% of applicants on recommendation by government be women.	Not considered.

Item	Superiority of JDS Program	JDS Program	Australia	Korea	China
		selection, and the number of female JDS fellows is small compared to Australia, where the number of female scholars is half that of all scholars. It is desirable to strengthen gender policies that will further increase the participation of women and help them develop their careers after returning to Nepal.			
Considerations for social inclusiveness	○	The program encourages applications from ethnic minorities, people with disabilities, and people from backward areas, but has not gone so far as to give them preference in the selection process as same as women.	Preference given to ethnic minorities and the physically challenged	Not offered in particular.	None in particular. However, Government of Nepal encourages applications from ethnic minorities, people with disabilities, and people from backward areas.
Strengthening Bilateral Relations	○	Certain results have been achieved by providing opportunities to learn about Japanese development and culture through value-adding training and the Japanology Program while studying in Japan. Follow-up measures are desirable for continued strengthening of bilateral relations.	Follow-up measures include holding conferences, forums, and seminars, sharing post-study contributions, and networking among returned fellows through alumni associations. There is a grant program to subsidize the cost of training for career development and social change.	Through the KOICA Alumni Association of Returned Trainees, seminars and other events organized by the Alumni Association.	The students deepened their understanding of the Chinese government and its policies through visiting the Chinese Communist Party office, local governments, factories, etc., which is a part of compulsory courses of the host university.
Internship	○	Although difficult due to language barriers, internships are offered through special university programs and in cooperation with other organizations. There are requests from JDS fellows for more such opportunities.	A 3-month internship offered by the university as a credit-bearing elective course is highly regarded by international students.	Not offered.	Not offered.
Employment of foreign students	○	Can only work part-time as a teaching assistant at university.	International students can work part-time up to 20 hours per week	Not offered.	Not offered.

3-4 Evaluation Indicators of the Project and Other Related Data

3-4-1 Evaluation Indicators of the Project

The report of the basic study (2020) proposes evaluation indicators of the JDS Program and evaluation of these indicators every 5 years. The outcome indicators connected to the manifestation of the results of the JDS Program, including quantitative and qualitative indicators as well as the timing of the manifestation, were examined for each anticipated result and summarized in the table below. For results that cannot be expressed quantitatively due to the nature of the project, it is important to identify specific examples of good practices and lessons learned.

Timing of assessment	Once every 4 years at the time of holding the reporting session and at the time of conducting the Preparatory survey, except for the completion of the degree.	
Indices	Earning of degrees (master's and doctorate) (upon graduation) Number of JDS students earning degrees	Enhancement of international competitiveness of host universities, etc. (at the end of the phase) Increase in the number of papers in English/ contributions to international conferences
	Acquisition of expertise that contributes to solving development issues <Improvement of JDS fellows' abilities> Awareness of development issues in their country / Negotiation, analytical, and leadership skills / Discussion and problem-solving skills / Self-confidence / Ability to clearly communicate their views <Research Results> Analysis of issues in home country / Contribution to home country through one's research <Methods of contribution> Examples of using and sharing acquired knowledge and skills / Establishment and improvement of policies and systems / Establishment and improvement of skills in the workplace / Establishment and improvement of organizational management and administration / Implementation of proposed projects within the organization / Improvement of national and local government policies and systems / Introduction of Japanese attitudes toward work in the workplace, etc.	Building Mutual Understanding and Friendly Relations between Japan and Nepal <Networking> Examples of types of networks during and after your visit to Japan (business, research, private, etc.) <For Japan> Increased trust/deeper understanding of society and culture/increased interest in working together, etc. <Alumni Association Activities> Sharing knowledge and skills among members / Sharing information about Japan / Introducing Japanese culture / Participation in regular meetings / Activities using skills learned in Japan, etc. <Relationship with JICA> Participation in JICA training programs / Engagement in JICA projects / CP for experts, etc. / Business-related inquiries to JICA <Others> Participation in related events / Contact with related organizations and individuals
	Contribution of returnees to planning and policy-making Existence of opportunities for leadership in the organization to which the returnee belongs / Whether or not knowledge and experience gained in Japan contribute to strengthening the functions of the organization to which the returnee is assigned / Whether or not the returnee are followed up after returning home / Whether or not the returnee has been appointed to a policy planning/organizational development position related to his/her field of study	Strengthening International Intellectual Networks Expansion and strengthening of an international network of researchers / Number of returned fellows as members of international academic societies / Dissemination of research/knowledge journals and presentations after returning home
	Leadership opportunities for returnees to strengthen the functions of their assigned institutions, etc. Opportunities for returnees to exercise leadership / Strengthen the functions of their assigned institutions through their study experience in Japan / Appointment to positions in policy planning and organizational development related to their field of research	Fostering female administrative officers who can exercise leadership in problem-solving Promotions after returning to their home countries/Examples of leadership in their home countries

3-4-2 Data Related to Evaluation Indicators for Nepal JDS Program

The data relating to evaluation indicators for the JDS Program in Nepal are as follows.

Table-24 Nepal JDS Data Sheet (as of March 2023)

Number of persons subject to admission cap during the year	Phase 1	20 master's degree
	Phase 2	20 master's degree / 2 doctorate
Visits to Japan	Total	Total 143 (140 master's degree and 3 doctorates)
	Gender	116 males and 27 females (18.9% female ratio)
Returned fellows * Only master's degree holders as of March 2023.	Total	100 persons
	Degree recipients	100 persons
	Degree recipients	100%
	Reinstatement rate	0%
	Service Group	Administration : 64 Judicial : 10 Economic planning/statistics : 7 Miscellaneous : 6 Engineering : 5 Education : 5 Foreign : 1 Audit : 1 Parliament : 1
	Number of persons promoted	34 (34%)
	Percentage of managers* (Under Secretary and above)	14 (14%) at the time of application
		Currently 45 (45.0%)

3-4-3 Status of Past JDS Achievements

(1) Acquiring Degrees

By the time this survey was conducted, the Nepal JDS Program had produced 100 returned fellows (master's degree) over the period of 5 terms, all of whom had obtained a master's degree. All returned fellows have returned to work and the rate of reinstatement is 100%. The status of degree acquisition and reinstatement confirms that the results of this project are being manifested.

(2) Promotion and Formation of Critical Mass

According to the survey on the current status of returned fellows, 41.3% of those in Phase 1 who have been back home for more than 1 year have been promoted; one was promoted to the rank of Secretary, 4 to the rank of Director General, and 51.3% to Under Secretary or above. While a master's degree is a requirement for promotion, there are no special incentives to obtain this degree abroad through programs such as the JDS Program. For this reason, although study in Japan may not directly contribute to promotion, a survey of returned fellows indicated that expertise, logical thinking, academic writing and other skills gained while studying abroad were useful during promotion exams and interviews, and respondents indicated that their study in the JDS Program contributed to their promotion.

Regarding the formation of critical mass, there are indications that a trend toward the concentration of JDS returned fellows in ministries such as MOFAGA and OPMCM is beginning to emerge. In

terms of service groups of civil servants, the number of JDS returned fellows in the administration, judicial, and economic planning and statistics increased to 64, 10, and 7, respectively, in Phase 2. As shown in Table-27, however, their percentages in all Gazetted Officers were 1.1%, 0.6%, and 3.9%, respectively, indicating that a critical mass has yet to be formed.

Since the Nepal JDS Program has only produced 100 returned fellows over the period of 5 terms, and since the Gazetted Officers covered by the Nepal JDS Program are frequently transferred between ministries and between federal, state, and local governments, a critical mass exceeding 30% of the parameter is considered desirable. When compared to the definition, we were unable to identify any situation where a critical mass of returned fellows was formed in any certain ministry or position. Government of Nepal began making efforts for the appropriate assignment of JDS returnee fellows in the current phase, and the continuation of these efforts was confirmed in this survey. From the medium to long-term perspective, a critical mass is expected to be formed through the active placement of returned fellows at key institutions in each component. In terms of placement, they are assigned across federal government ministries and agencies, and longitudinally across federal, provincial, and local governments. In the case of Sri Lanka,⁴⁸ (which has a civil service system similar to that of Nepal and a JDS Program was launched prior to Nepal), a JDS returned fellow who is working as Assistant Secretary in the Office of the President noted that the cross-government network of JDS return fellows is a very effective channel for communicating official messages from the Office of the President throughout the country, confirming the effective use and positive impact of the network of JDS return fellows in the government. According to interviews with JDS returned fellows, communications within institutions in Government of Nepal currently take place via email or paper documents, and it can sometimes take time to perform necessary actions when notifications from one institute to another are not promptly delivered to particular government officials. The follow-up of such notifications matters through informal networks of JDS returned fellows will be effective within the government. It is expected that the network of return fellows will be effectively utilized within the government in the future, as the network of return fellows is further expanded across the government.

⁴⁸ Report on the Preparatory Study for the Human Resource Development Scholarship Program of the Democratic Socialist Republic of Sri Lanka (June 2021)

Table-25 Affiliations of returned fellows

Target Organization	Number of returned fellows
Ministry of Federal Affairs and General Administration	15
Office of the Prime Minister and Council of Ministers	11
Ministry of Home Affairs	9
National Planning Commission	8
Election Commission, Nepal	7
Supreme Court of Nepal	6
Ministry of Finance	5
Ministry of Industry, Commerce and Supplies	5
Ministry of Labor, Employment and Social Security	5
Ministry of Culture, Tourism and Civil Aviation	4
Ministry of Communication and Information Technology	4
Ministry of Law, Justice and Parliamentary Affairs	3
Ministry of Physical Infrastructure and Transport	3
Financial Comptroller General Office	3
Commission for the Investigation of Abuse of Authority	2
Others, including Ministry of Foreign Affairs	1 each, 10 total
Total	100

Table-26 Number and Percentage of Returned JDS Fellows by Civil Service Category
(as of December 2022)

Civil Service Category	Number of targets	Number of returned fellows.	Percentage (%)
Administration	5,929	64	1.1
Judicial	1,666	10	0.6
Economic Planning, and Statistics	178	7	3.9
Miscellaneous	484	6	1.2
Engineering	1,022	5	0.5
Education	2,788	5	0.2
Foreign	169	1	0.6
Audit	21	1	4.8
Parliament	292	1	0.3
All Gazetted Officers	15,219	100	0.7

(3) Contribution to Solving Nepal's Development Challenges

Regarding the contribution of returned fellows in strengthening the functions of institutions to which they are assigned to resolve issues, 89.2% of the valid responses to the questionnaire indicated that they are using the knowledge and experience gained through their study in Japan to help strengthen the functions of their institutions to resolve national issues. Interviews with personnel in charge of human resource development at ministries and agencies during the field survey also revealed that returned fellows are playing an active role in their own ministries.

In the same survey, about half (49.2%) of the respondents indicated that they had contributed to policy formulation. In terms of laws, policies, and national plans, they were involved in formulating 6 laws, 16 policies, and 9 development plans, confirming the wide-ranging contribution of JDS fellows from policies in local administration to national policies, laws, and plans. On a component

level, contributions were mentioned in the analysis of economic policy and formulation of fiscal management policies for “Economic Policy,” in legislation on foreign investment and technology transfer for “Industrial Development Policy,” in the formulation of overseas employment-related policies for “International Relations,” and in policies on legal aid and access to justice for “Legal Development.” In “administrative capacity building,” contributions were made in various areas including training of administrative officers, public records management, education, trade, and gender equality. Some examples of the use of research content from master's research were identified. The following are some of the good practices:

- Studied ICT policy and the case of industrial development in Nepal while studying in Japan, and contributed to the formulation of the ICT policy and the introduction of the digital services tax upon returning to Nepal.
- In the master's thesis, researched foreign direct financing and economic growth in developing countries, and as a case study, the policy implications of foreign direct investment in Nepal”. After returning to Nepal, contributed to the formulation of the Foreign Investment and Technology Transfer Act.
- While studying in Japan, conducted a comparative study of laws and court procedures in Japan and Nepal. Been involved in policy formulation on legal aid and access to justice, using the theory and knowledge gained during studying.
- Studied records and archives management in Nepalese public administration. used the results of research, contributed to the formulation of policies on archives management and preservation of official documents.

Although returned fellows are transferred both horizontally and vertically, and do not always get assignments where they can directly apply the knowledge and experience gained from their study abroad, it was confirmed that they are contributing to solving development issues in Nepal by utilizing the knowledge and experience gained from their study in Japan, as the opportunity arises. Good practices are given below for instances of being involved in important policy formulation in the federal and local governments, although this does not necessarily match the research field of the master's program.


- After studying in Japan, a returned fellow was reinstated as a lead member of the Meditation Commission of the Supreme Court. This was the same position held before studying in Japan. The individual then held positions in the District Court and the Supreme Court. He then became the Registrar General of the Special Court, a court that deals with corruption, where he used the knowledge and experience he gained during his studies to contribute to the development of a country with good governance and played a leading role in the formulation of a national plan in the field of law.


- A returned fellow was a member of the National Planning Commission, a specialized advisory body of Government of Nepal for formulating a national vision, development policies, periodic plans, and sectoral policies for the development of Nepal. The individual played a leading role in the formulation of the 15th National Plan from the concept paper for the economic sector to the finalization of the entire plan. The individual was engaged in the process. He has also been involved in the formulation of the Guidelines for the Medium Term Expenditure Framework, the Fiscal Accountability Act, and the Fiscal Accountability Regulations.
- A returned fellow is the head of the Provincial Office of the Principal Deputy Provincial Secretary, where the individual leads the organization and leads the policy-making process in the Province. After completing a term as Provincial Deputy Chief Secretary, the individual will be transferred to a ministry of the federal government, where the individual will use the knowledge and experience gained in Japan to play a leading role in the nation's policy-making.


A list of laws, regulations, and policies for which the returned fellows indicated that they contributed to the formulation is shown in Annex 7-3.


(4) Contribution to Bilateral Relations

According to a survey of returned fellows, 85% of the respondents indicated that they have contributed to strengthening bilateral relations between Japan and Nepal since their return. Examples of such contributions include: sharing their knowledge about Japan and its people at their workplaces, with friends and relatives, maintaining relationships with Japanese people they met in and out of graduate schools, and maintaining relationships with faculty members at host universities including supporting faculty members' research. Among them, the following 4 examples are listed as good practices.

<p>Mr. REGMI UTTAM Section Officer Office of the Prime Minister and Council of Ministers (2016-2018) Graduate School of Arts and Sciences, International Christian University</p>	
<p>After returning to Japan, he was assigned to the Prime Minister's Office, where he participated in discussions between JICA and Government of Nepal on JICA's Nepal Earthquake Reconstruction Project for the Emergency School Reconstruction Project and other projects. He assisted the Secretary of OPMCM in facilitating the implementation of the project.</p>	

<p>Mr. DAHAL RAJARAM Under Secretary Ministry of Law, Justice and Parliamentary Affairs (2016-2018) Kyushu University Graduate School of Law</p>	
<p>After returning to Japan, he has been participating in discussions at Ministry of Justice to formulate a draft system in the field of legal support for JICA projects. He has been playing the role of a bridge between Government of Nepal and the JICA office.</p>	

<p>Mr. GAUTAM NISHAN RAJ Under Secretary Ministry of Communication and Information Technology (2017-2019) Graduate School of Human and Social Sciences, Hiroshima University</p>	
<p>Ministry of Women, Children and Senior Citizen, to which he was assigned upon his return from Japan, is in charge of social welfare councils that registers NGOs working in Nepal. He received an inquiry from the Embassy of Japan in Nepal regarding a Japanese NGO whose NGO registration had been pending for 2 years. He assisted in the registration of the NGO by working with the Project Operating Committee, which consists of the agencies required for NGO registration.</p>	

<p>Mr. SHUKLA AVADHESH KUMAR Section Officer Central Bureau Statistics (2019-2021) Graduate School of International Relations, International University of Japan</p>	
<p>Prior to coming to Japan, he worked at National Statistics Office of the counterpart agency of the project to strengthen the capacity of National Statistics Office for the implementation of the 2018 Economic Census, together with experts from the Statistics Bureau of Ministry of Internal Affairs and Communications of Japan. Upon returning from Japan in 2021, he returned to National Statistic Office and applied the knowledge of econometrics he had learned during his studies in Japan and was put in charge of GDP aggregation and forecasting of GDP growth, which is an important task used for planning, implementation, and monitoring of national policies, national plans, and national strategies. He continues to maintain good relationships with experts from the Statistics Bureau of Ministry of Internal Affairs and Communications of Japan, and has been able to obtain advice from these experts on operational issues.</p>	

(5) Strengthening of international intellectual networks

According to a survey of returned fellows, the number of respondents who answered that they belonged to international academic societies increased six-fold and the number of those who contributed articles to international journals increased 3.5-fold in the past 6 months, indicating that international intellectual networks have been strengthened through the JDS Program.

3-5 Issues and Recommendations

The issues and recommendations for the JDS Program in Nepal obtained through this survey are as follows:

1) Strategizing selection

As a specific measure to strategize the selection process, the basic study (2020) proposes the establishment of a special selection quota in which the Japanese side will strategically specialize the target organizations and sectors in selecting the candidates. In addition, an entrance and exit strategy has been proposed to go one step beyond the conventional training of core administrative officers with expertise that will contribute to solving development issues in the host country after the introductory phase of the program is completed, and to be aware of the objective of training personnel who will contribute to strengthening relations with Japan as Japanologists in order to achieve the ongoing goals of the JDS Program. To this end, the research proposes training of high-level policymakers (e.g., officials from policy formulating agencies and departments, social sciences, and central government agencies) who will be responsible for more focused development issues in bilateral relations.

The Nepal JDS Program is about to complete a two-phase, 8-year period of hosting JDS fellows, making the transition from the introductory phase to the continuation phase of the JDS Program. In this survey, the acceptance plan was developed to reflect the development agenda of the host government as well as the foreign policy and priority areas of support of the Japanese government. In particular, for the “Building of International Relations” component, which is closely related to strengthening bilateral relations, the number of officials at the MOFA, one of the priority target organizations, is limited, and there is a limit to the number of officials who can be granted study leave. The number of fellows accepted increased from 2 to 4, although the number of eligible institutions was not limited to MOFA. In the fourth batch of Phase 2, the Agent actively encouraged MOFA officials to apply for the program in cooperation with MOFA, and the effectiveness of this program was confirmed. MOFA also confirmed to continue the active engagement to encourage their officials to apply to the JDS Program during the survey period.

In addition, as part of its efforts to strengthen bilateral relations, the Nepal JDS Program has been asking applicants to describe their thoughts and plans on topics such as “contribution to strengthening bilateral relations with Japan” on the application form since the recruitment and selection in the third batch of Phase 2. It was confirmed that the Operating Committee has added “presentation of a concrete plan to contribute to bilateral relations,” “likelihood of working in an organization or position that is expected to contribute to bilateral relations after returning home,” and “positive and cooperative attitude toward strengthening bilateral relations with Japan” as evaluation indicators in the Comprehensive Interview Evaluation Sheet.

In order to foster policymakers who can contribute to a stronger relationship with Nepal and Japan and who can take on more focused development issues in bilateral relations, it is recommended to continue the discussion on the strategic selection process within the Operating Committee. The following points could be taken into account to prioritize the realization of more strategic selection.

- Candidates who hold a higher position at the time of application
- Candidates who hold conditions that will allow them to be promoted upon their return (e.g., completed in-service training which entitles points for the promotion, etc.)
- Candidates whose service groups are expected to contribute to the particular component (e.g., Economic Planning and Statistics Service for Financial Policy, Economic Policy, Foreign Service for Building of International Relations, Judicial Service for Improvement of Legal and Judicial System)

2) Basic framework

Two specific measures for achieving the results in the basic study (2020) have been proposed in relation to the basic framework: (1) introduction of 1-year programs and (2) expansion of the target population to the middle class by relaxing the age limit.

In the preparatory study for the second phase of the Nepal JDS project in 2019, in the process of selecting an accepting university for the component Improvement of Legal and Judicial System, the accepting university for the first phase, which offers a two-year program was selected to the university that proposed a one-year program based on opinion to emphasize the importance of the experience in Japan for a longer time by Ministry of Finance. At that time, the first batch of JDS fellows just had returned to Nepal so there were no opinions on the duration of the master course from the target ministries. On the other hand, in the process of examining the basic framework for the new phase during this survey, the officer in charge of human resource development at the target organization, reflecting the opinions of the JDS return fellows in the Ministry, requested that JDS fellows should be able to choose to complete the program in 1 year, as the host universities for the current phase of the relevant Improvement of Legal and Judicial System component are offering 1-year master's courses. In response, the survey team explained that the JDS Program is not merely a scholarship program, but aims to develop human resources to strengthen bilateral relations and that the program emphasizes the experience while studying abroad in Japan, including daily life. The officer in charge showed understanding. From the viewpoint of strengthening bilateral relations, it is important to secure a longer study period and gain more experience for the project. However, since this project targets civil servants whose length of service is directly related to their promotion, it is also expected that outstanding applicants who wish to avoid long absences from their home country may choose 1-year programs offered by development partners in other countries if such programs are available. Since some universities accept JDS fellows from multiple countries, it would be recommended to consider introducing 1-year completion programs as an implementation framework for the Nepal JDS Program, while taking into consideration the impact on other countries where the JDS Program is implemented.

When introducing the one-year program, it is necessary to pay attention for enabling JDS fellows to obtain Master's degree in a short period, as well as the efficient implementation of value-added programs that contribute to strengthening bilateral relations, which is the objective of the JDS program. With regard to the former, attention should be paid to the selection of candidates who prepare research plans with better quality, and provisions of assistance for the improvement of the research plans by the time of enrollment should be considered. Before and after their arrival in Japan, and during the university's winter and spring vacation periods, it will also be important to efficiently implement the value-added programs described in "4) While studying in Japan: Adding Value to the JDS Program", such as Japanese language training, exchange program with Japanese government officials, and the Japanology Program, JICA Development Study Program, etc., both in person and online.

3) Before arrival in Japan: Consideration on improvement of Japanese language training

In the JDS Program in Nepal, Japanese language training was previously provided for 10 hours before and 35 hours after arrival in Japan to help the fellows adjust to their new lives in Japan quickly. In the third batch of Phase 2, 40 hours of training before arrival in Japan and 115 hours after arrival in Japan were provided to help fellows acquire N5 level Japanese language skills. However, MOFAGA and JDS Nepal fellows who arrived in Japan in FY2021 commented that it is difficult for government officials to receive language training before coming to Japan because of time conflict with their work. In order to reduce the burden on civil servants, such as not being able to use research leave to participate in the training, or to accommodate those who work in rural areas, it is necessary to consider starting the language training earlier, or allowing online participation.

According to the training implementation report by the Japanese language training institute, the Japanese language training for the fellows in the second and third batches was effective in terms of fostering Japanologists and motivating continued learning. However, it was difficult to proceed with the training as planned due to the varied level of proficiency in the pre-arrival training, and the training had to be rushed as a result. Therefore, some fellows suggested that it would be more effective to reduce the daily training hours and extend the training over a longer period of time instead of cramming the training into a short period of time. On the other hand, the Japanese language training institute reported that the number of fellows missing the lessons increased after they move to the university location because due to activities such as attending graduate school classes, settling down to the residence, registration procedures at the city hall among others, and that some fellows are unable to keep up after missing lessons.

The Japanese language training institute proposed that the goal of acquiring N5 level Japanese language proficiency be set at "the ability to speak on one's own and respond to situations, i.e. Japanese language skills for survival" (equivalent to 60 hours). If 115 hours of training time can

be secured after arrival in Japan, as in the third batch, it is desirable to change the syllabus to introduce the basics of grammar, including verb and adjective inflection forms, for future self-study while maintaining the goal of spending the remaining time for review and topic study to consolidate grammar.

In addition to the changes to the syllabus suggested above, it may be possible to secure 135 hours of study time by flexibly changing the timing of language training according to the graduate school's schedule. Such changes may include taking language courses offered by the university after arrival in Japan (whether or not credit can be earned depends on the university), or offering Japanese language training through the JDS Program during university breaks (winter break in the 4th month after arrival in Japan: December to January, spring break in the 7th month: March to April). Regarding Japanese language training, JICA study team proposes a review of the syllabus and the flexibility of the form and timing of the program.

4) While studying in Japan: Adding Value to the JDS Program

According to the survey of JDS returned fellows, the programs that would be effective if implemented during their stay in Japan were, in descending order, observation visits to government organizations, networking with Japanese government officials, and programs to learn about development cases in Japan. Other responses included leadership training, exchange with local residents, and visits to disaster-affected areas.

Table-27 Effective Value-Added Offerings

Program	No. of responses
Visits to government organizations	38
Networking with Japanese civil servants	38
Programs for learning about Japanese development practices	32
Cultural experience	31
Internship	30
Japanese language training	21
Home stay	17

(Total number of responses (parameter): 72, Valid responses: 52, Multiple responses)

Adding higher value to the JDS Program is important in achieving the objective of the JDS Program to contribute to the expansion and strengthening of the foundation of friendly relations between the two countries, and in differentiating the JDS Program from other scholarship programs in Japan and similar programs offered by development partners in other countries. In order to further add value to the JDS Program, it is desirable to consider providing opportunities to learn about unique concepts originating in Japan (such as OVOP and kaizen), Japanese business practices, project management methods, etc., as well as networking events to build human networks in Japan.

The following value-adding programs were implemented in Phase 2 of the Nepal JDS Program.

JDS Program Value-Added Case Study No. 1 in Phase 2

The “Japanology Program” is a new attempt to add value to the JDS Program. After arrival, the fellows select a subject of their interest from topics that are introduced to them during the orientation such as Japanese politics, administration, geography, education, culture, and conduct research over the course of 2 years of their stay in Japan. Interim presentations are held halfway through the program to announce the progress of each student’s research, and the best fellow receive awards at the final presentation before returning to their home countries. Through this research, the fellows will learn about Japan in depth and gain knowledge on a wide range of topics through the presentations of other JDS fellows. This initiative has provided an opportunity for JDS fellows, who tend to stay at home due to the COVID-19 pandemic, to get involved with Japanese society.

JDS Program Value-Added Case Study No. 2 in Phase 2

In response to the limited opportunities for JDS fellows to gain knowledge about Japan outside of the university, the JDS program conducted a value-adding training program that provided an opportunity to learn about Japanese development cases in the field. The objective of this training program is to provide JDS fellows with a deep understanding of Japan’s response to development issues, contrivances, and innovations experienced by Japan. It is also expected that through this training, JDS fellows will review and gain insight into the current situation in their home countries, obtain hints for formulating policies suited to conditions back home, and become resourceful by playing a central role in putting such policies into place. Furthermore, in this program, JDS fellows will study not only their own research fields, but also the maintenance, management, and utilization of Japan’s cultural and natural heritage as case studies. Through the study of these themes, they will gain a deeper understanding of Japanese culture and nature. By expanding their knowledge of Japan, the fellows are expected to contribute to the strengthening and expansion of the foundation for friendly relations between their home country and Japan.

Since these efforts are effective in helping JDS fellows to obtain good understanding of Japan, the JDS program proposes that similar efforts be continued in the future.

Regarding internships and visits to Japanese government offices and companies, for which there are many requests from JDS fellows, it is difficult to provide many internship opportunities due to language issues. JDS fellows do not have the Japanese language skills necessary to work as interns and there are few workplaces where English is the language of instruction. In Phase 2, there were some cases where the host university offered a special program to observe government offices, and there were also cases where fellows participated in internship programs conducted by foreign student programs other than the JDS Program (YLP: Young Leaders’ Program). As a value-added program during their visit to Japan, field surveys were conducted in this survey to discuss the possibility of internships and visits to the headquarters or head offices of companies and NGOs operating in Nepal and Japan.

It was difficult to provide internship opportunities because JDS fellows do not have the Japanese language skills to work as interns, and there were few workplaces where English is used as the main language at office. Although many universities include internships to the proposals that are submitted for the selection of the accepting universities of JDS programs, some of the accepting universities said that it is difficult for them to approach the government offices individually due to the lack of personnel to coordinate the internship and the lack of incentives from the host government offices, and so JICA is expected to make a systematic approach to this issue. As a good practice, there was an example of a JDS fellow studying at Keio University Law School, which also serves as an accepting university both for JICA's long-term training program, as well as JDS where an internship at the Ministry of Justice was realized through the coordination of JICA's Governance and Peacebuilding Division. JICA headquarters, which coordinates and implements projects with ministries and agencies in Japan, could serve as a contact point and consider approaching those public sector organizations including ministries about accepting interns. In order to reduce the burden on host organizations caused by the problem of JDS Fellows not having the Japanese language skills necessary for internships, the introduction of a budget that allows host organizations to employ interpreters could be considered. It is suggested that efforts be considered for implementation, with reference to good practices to date.

5) Post-return activities

It was confirmed that scholarships offered by other development partners view returned fellows as an asset that contributes to strengthening bilateral relations, and that they focus on post-return programs. Assistance offered include establishing grants available to returned fellows, sharing the achievements of returned fellows through newsletters, and providing training opportunities for further career support and networking among returned fellows. The following post-return policies are proposed for the Nepal JDS Program.

① Assignment assistance

While JDS Program fellows are expected to be assigned to departments where they can utilize the specialized knowledge they acquired in Japan, the effectiveness of the project is greatly influenced by their post-return assignments. The results of the field survey revealed that while several returned fellows from Phase 1 of the program were promoted after returning home and are playing active roles utilizing the results of their study in Japan, many were assigned to departments that do not make use of the results of their study in their post-return assignments. In a survey of returned fellows, only 40.3% responded that they were given an opportunity for consultation regarding their post-return assignments from the ministry in Government of Nepal in charge of their assignment upon their return ⁴⁹

⁴⁹ See: Annex 7-5

In order to solve these issues, the “Pre-departure Assignment Consultation” program was introduced by the Agent in Phase 2 to “support fellows in their assignment to positions where they can make better use of knowledge gained during their study in Japan” by providing them with the opportunity to present their research results to MOFAGA personnel before they return home and consult with them about their desired assignment upon their return from Japan. As of November 2022, 16 of the 17 returned fellows who had already been assigned from the first batch of Phase 2 indicated that they were satisfied with their post-return assignments. It is recommended to continue to support returned fellows before and after their return so that they can obtain appropriate assignments upon their return home. Additionally, it is proposed to utilize follow-up seminars as an opportunity to help return fellows obtain suitable assignments. In 2023, the first follow-up seminars were organized by the Agent on a component basis, with lectures by faculty members of accepting universities that would be useful for returned fellows, as well as presentations by returned fellows on continuous research and examples of how they utilized their research or what they learned from Japan for their official work. Those lectures, while contributing to strengthening the functions of the priority institutions in each component, provide an excellent opportunity to link JDS return fellows, who have gained expertise in their field, to the priority institutions in that field. It is proposed that in the future, the Agent should promote the participation of officials from ministries involved in the assignment of JDS fellows to government institutions in follow-up seminars. In order to promote the participation of such officials of priority target organizations in follow-up seminars, it should be noted that appropriate officials should be identified through returned fellows properly. In order to promote the participation of officials from priority target organizations, incentives could be considered, such as issuing a certificate of participation, which would certify that those officials had participated in an opportunity to study a specialized area related to their career.

② Creation of opportunities to share research findings

One of the measures proposed by returned fellows to better contribute to solving development issues in their home country is to “create opportunities for presenting research results from studying in Japan.” The first way to share research findings would be to hold a reporting session. In the reporting session of Phase 1, however, only 1 representative from each component presented the results of their research, and 55.2% of returned fellows reported that they had never been given the opportunity to present the results of their study in an official setting.

In Phase 2, the Agent has made improvements by holding reporting sessions on a component basis so that the JDS fellows could share their research findings with the decision-making level officials of Government of Nepal and link them to policy formulation. All returned fellows invited government officials and returned fellows who are closely involved in their

research projects to report on their research findings. It is proposed to continue this effort in the next phase. In order to share the knowledge and experiences of returned fellows, contributing master's theses and research by returned fellows to journals published by government agencies would also be effective. It is also proposed that the Operating Committee consider introducing a mechanism for this purpose.

③ Follow-Up Seminars planned and organized by JDS Returned Fellows

Follow-up measures for returned fellows have just started in the Nepal JDS Program, and no alumni association has been organized by JDS Program returnees.

The first follow-up program was held during the survey. At the seminar, returned fellows shared examples of continued research after returning home and examples of how they used the results of their research, and faculty members from the host university who were visiting Nepal for special interviews gave lectures on the latest research in their field and on themes that would contribute to strengthening the capacity of returned fellows and their staff members. This being the first follow-up seminar, the Agent took the initiative in deciding the program contents together with the host university faculty members. Based on this experience, a certain level of understanding of the follow-up seminar must be achieved among the returned fellows. In the future, it is proposed that follow-up seminars be planned and organized with the participation of the JDS returned fellows, that better meet their needs in terms of career development and networking.

④ Networking among returned fellows

Although there is a strong desire among individual JDS returnee fellows to form an alumni association,⁵⁰ it has yet to be organized because the JDS Program did not have the budget to implement a follow-up program for returned fellows until FY2022, and the program was not able to provide a place for returned fellows to convene. From the examples of development partners from other countries, we know that organizing returned fellows is effective for establishing their identities as JDS alumni and for networking with them for career development. We expect that Phase 3 of the program will build on that momentum and provide opportunities for follow-up seminars and reporting sessions for returning fellows to present the results of their studies. The Agent is expected to play the role of a catalyst to promote such activities so that we can identify returned fellows who are key to organizing the fellows and reach out to them to realize their organization through follow-up programs. In order to enhance the sustainability of the alumni association, the establishment of the association and its activities need to be proactively undertaken by returned fellows themselves. However, the Agent may be able to support the establishment of alumni associations by identifying JDS returned fellows who can play a key

⁵⁰ See: Annex 7-5

role to organize the alumni association, and by asking these returned fellows to play a part in the planning, operation, and implementation of follow-up seminars. After the alumni association is organized, the Agent could serve as a bridge to Japanese organizations such as the Embassy of Japan, JICA Nepal offices, Japanese Solidarity Association in Nepal, JCCN, Japanese NGOs, etc., until the activities get off the ground. For example, the Agent could share information on events such as Japanese film festivals held by the embassy or Bon-odori festivals organized by the Japanese Association, or dispatch returnee fellows as lecturers to workshops of the JCCN or NGO groups. It is expected that the Agent will play the role of a catalyst for networking of JDS returned fellows.

⑤ Networking between returned fellows and JICA officials

This survey found that many returned fellows are contributing to the strengthening of bilateral relations and producing results after returning to Nepal. On the other hand, a certain number of returned fellows are having difficulty finding contact with Japanese society after their return, despite their desire to contribute to both countries. JICA has been updating information on the placements of returned fellows once a year through the Agent, and will continue to monitor this on a regular basis. It is proposed to utilize the database of returned fellows, such as parties engaged in local activities searching the database for contact in Government of Nepal in connection with their respective operations and activities, and for inviting relevant returned fellows to participate in training and other programs.

The JDS Program is not a mere scholarship program but a program implemented as Japan's development assistance. Like other JICA programs, it is implemented in line with the development cooperation policy of the target countries. In the past, we have encouraged JDS Program applications through JICA officials, and have received cooperation through announcements on the Facebook page of the JICA Nepal office and individual application recommendations to competent personnel through JICA officials including experts. Recommendation of applications through JICA officials is an effective means of connecting with outstanding civil servants in the counterpart country who play an important role in areas where Japan is offering development cooperation and should be continued in the future.

⑥ Networking between returned fellows and the Japanese community in Nepal

A survey conducted during this field survey on the possibility of building relationships with the Japanese community in Nepal confirmed the opinion that collaboration with returned fellows, who are familiar with the latest government policy trends and procedures, would be beneficial for Japanese companies and NGOs operating in Nepal. The role of the Agent is expected in promoting collaboration through activities that connect the local Japanese community and returned fellows, such as inviting returned fellows to events for local

community organized by Japanese associations, and inviting the Japanese community in Nepal to gatherings of returned fellows.

6) Improvement and Enhancement of Public Relations and Promotion Methods

In the report of the basic study (2020), the improvement and enhancement of PR and promotion methods included the improvement of PR media design and the introduction of online applications.

The Nepal JDS Program has redesigned its website in Phase 2 of the project, and continued efforts to improve the design of PR media are recommended.

In order to provide equal opportunities in view of COVID-19 pandemic and government officials assigned to remote locations, online applications have been accepted from the second batch of Phase 2 of the project. Over the years, the project has gained experience in implementing the project online and has become increasingly digitalized not only in application acceptance but also in all aspects of the project, including publicity activities, scheduling of meetings, conducting training, and monitoring. Since the situation of COVID-19 in Nepal has been stable, it is proposed to implement the project in the future by taking advantage of the benefits of both face-to-face and online activities.

(2) Project Monitoring

The basic study (2020) proposes periodic and qualitative evaluation. Based on this proposal, this survey has developed a set of performance indicators for monitoring the JDS Program for each of the anticipated benefits of the JDS Program. JICA study team recommends to conduct an evaluation of the project once every 4 years using these indicators in line with the timing of the preparatory survey. In doing so, it will be important to identify specific examples of good practices and lessons learned for results that cannot be quantitatively expressed due to the nature of the project.

(3) Issues and Considerations for Doctorate Programs

1) Prevention of withdrawals

As described in 1-1-3 Results and Issues of JDS Program in Nepal, a situation in which only one student comes to Japan for a slot of two fellows in the doctoral program continued for three consecutive years since the beginning of the program.

Refusal to participate in a doctoral program is regarded by both Japanese and Nepalese OC members as a serious problem. This survey compiled and proposed measures to prevent withdrawals of persons accepted to the doctoral program through interviews with Operating Committee members. The following measures for preventing withdrawals were discussed at the two Operating Committee meetings held until March 2023.

Proposals made by the survey team	Discussion at the Operating Committee
Establish a rule within Government of Nepal that withdrawers cannot receive other scholarships for a certain number of years.	Include as a condition for obtaining a scholarship in the revised Civil Service Act currently being drafted by MOFAGA. Clearly define the conditions under which withdrawals are permissible. The Chair requested MOFAGA to consult with the MOF IECCD before finalizing the measures to be taken in the relevant section of the bill. The Operating Committee will monitor the progress of the introduction of the new rules by MOFAGA.
Change the application period from the current November to February to shorten the period between application and arrival in Japan.	Will be adopted.
Exclude Joint Secretaries from the recruitment process.	In order not to disadvantage officials who became Joint Secretaries at a young age by taking a promotional exam, it was proposed that only those who have been in the position of Joint Secretary for more than 5 years be excluded from the scholarship. This will be included in the revised Civil Service Act as a general clause in the scholarship application requirements.
Applicants will personally pay the application fee to the university and have it refunded later only if they do not withdraw their application.	Not adopted due to minimum effect.
Applicants must have an academic supervisor in advance. (The program will cease to provide assistance in finding a faculty advisor from a proxy institution.)	Although the applicant's efforts to find an academic supervisor on their own are expected to have an effect in preventing them from declining the scholarship, there was a request for continued support from the Agent, as finding an academic supervisor is difficult.
Limit application to those who obtained a master's degree in Japan or those with a master's degree from an OECD country.	Not adopted due to anticipated decrease in competition due to decline in number of applicants.

A decision was made to discuss the measures against the withdrawal of doctoral fellows again at the Operating Committee after the official decision is made to implement the next phase of the program. It is proposed that effective withdrawal prevention measures are introduced by the next intake.

2) Prevention of incompleteness

Although acceptance of doctorate fellows in the JDS Program in Nepal has not yet produced any returned fellows due to its short history, 3 doctoral fellows have visited Japan to date. Although there have been problems in the past with delays in their arrival in Japan due to the COVID-19 pandemic, all are making good progress in their research. On the other hand, JDS programs in other countries that began accepting doctorate fellows are experiencing cases of fellows failing to complete their studies after 3 years of study, and this has become a major issue.

In order to complete the doctoral program within the period of study, it is necessary to establish a system for selecting doctoral fellows with high prospects for success. In response to this situation, "the applicant should have published one or more peer-reviewed paper/s, in principle" was added

as an eligibility requirement to the revised 2021 “Guidelines of the JDS Doctoral Program”, and the same requirement was introduced for Nepal from the fourth batch. Although there is room for discussion on whether to consider this as an application requirement or a desirable condition, the following requirements could also be considered to be effective in preventing failure to obtain a doctoral degree, and JICA study team proposes that they be considered in future calls for applications.

- The doctorate thesis must be an extension of the master’s thesis.
- The applicant’s academic supervisor at the time of acquisition of the master’s degree continues to supervise the fellows.
- If the supervisor is not the supervisor of the master’s degree, the student already has academic exchanges with the supervisor through academic conferences, etc.
- The applicant is able to concentrate on his/her studies for three years. (Study leave can be taken for all three years.)

(4) Comparative Advantages Over Programs Offered by Development Partners in Other Countries

In a survey of returned fellows, 84.3% indicated that the JDS Program was preferable to other scholarships. In this survey, the comparative advantage of the JDS Program over scholarships offered by development partners in other countries was examined and summarized in 3-3. The JDS program was superior to programs offered by development partners in other countries in the following 5 points:

- Continuity of the host system with each phase consisting of 4 years (the number of fellows accepted and fields of study reflecting the needs of the target countries)
- Effective support exclusively for administrative officials
- Acceptance into doctoral programs that enable the training of highly knowledgeable government officials directly related to the development issues of the host country.
- Excellent language training
- Generous support by the Agent

In order for the JDS Program to maintain its excellence as a scholarship program, it is essential to secure more outstanding foreign students. It is therefore desirable to further promote its comparative advantages to potential applicants and organizations to which they are affiliated. Meanwhile, it is proposed to consider improving the following areas where the JDS Program is not demonstrating advantages or has a low comparative advantage compared to programs offered by development partners in other countries.

1) Gender and social inclusion

Given the characteristics of Nepal, which has declared itself an Inclusive State, it is important to review the consideration and inclusion of applicants who have been socially disadvantaged, such as low caste, ethnic minorities, from backward areas, and physically challenged. In the case of scholarships in other development partners (e.g. Australia), consideration is given to applicants who have been socially disadvantaged or disabled during the selection process. In the Nepal JDS program, consideration for social inclusion, including gender considerations, in the selection process is limited to giving preference only in the case of a score tie at the comprehensive interview. However, it seems possible to take this consideration one step further.

2) Flexible course periods

In order to encourage Nepalese civil servants to choose the JDS Program from among the various scholarship programs offered by other development partners, it is desirable to make the system more flexible than it currently is. Provide flexibility by offering master's courses completed in one year and the option of interrupting the study and returning again when it becomes necessary due to work-related circumstances.

3) Approach to high-ranking universities

Given that one of the attractive features of scholarship programs offered by development partners in other countries is the possibility to study at high-ranking universities, the attractiveness of the JDS Program shall be appealed to university officials in Japan so that high-ranking universities in Japan will be included in the host universities.

In order to become a JDS-accepting university, the university must cooperate in the recruitment, selection, and follow-up seminars conducted by the JDS program (including sending faculty members to the Technical Interviews in the recipient countries).

According to interviews with JDS host universities, higher-ranking universities tend to seek higher-quality students. However, the current selection process for the JDS program requires the host university to select candidates through specialized interviews with a target of twice the maximum number of students to be accepted, and after the university selection process, a comprehensive interview is conducted by the Operating Committee. After the university selection, a comprehensive interview is conducted by the Operating Committee. Therefore, some faculty members expressed dissatisfaction with the fact that the candidates selected by the universities who they consider to be of higher quality may not always become JDS students in the end. It is important to review the selection process to enable universities to select the high-quality students they seek,

(5) Efforts to Promote Gender Equality and Nurture Female Leaders

In Phase 3, the following was added to the expected effects of the JDS Program: “In addition to the acquisition of specialized knowledge at the graduate schools in Japan, female civil servants capable of exercising leadership in solving problems in their home countries will be nurtured through training for career development after their return to home countries.”

Nepal ranks 96th out of 146 countries⁵¹ in the Gender Gap Index 2022 published by the World Economic Forum (WEF) on July 13, 2022. According to interviews with female returned fellows, the gender gap is moderate among the 21 countries where the JDS program is implemented. According to interviews with female returned fellows, in Nepal, women mainly undertake housework, childcare, and nursing, and are responsible for a greater share of domestic work.

Table-28 Comparison of WEF’s Global Gender Gap Index 2022 Rankings
Between JDS Implementing Countries and Japan

No	Country	Rank
1	Philippines	19
2	Laos	53
3	East Timor	56
4	Kenya	57
5	El Salvador	59
6	Mongolia	70
7	Bangladesh	71
8	Vietnam	83
9	Kyrgyzstan	86
10	Indonesia	92
11	Nepal	96
12	Cambodia	98
13	China	102
14	Myanmar	106
15	Ghana	108
16	Sri Lanka	110
17	Tajikistan	114
18	Japan	116
19	Maldives	117
20	Bhutan	126
21	Pakistan	145
22	Uzbekistan	-

Source: Prepared by JICA Preparatory Team based on WEF, Global Gender Gap Report 2022

⁵¹ World Economic Forum (2022) Global Gender Gap Report 2022.
See: <https://www.weforum.org/reports/global-gender-gap-report-2022/> (April 12, 2023)

Gender mainstreaming of Government of Nepal officials has introduced a Positive Discrimination (PD) quota for 45% of government officials. According to Chapter 4, Article 21 of the Civil Service Act (1993), 33% of the PD quota (15.8% of the total) is allocated to women at ranks of Under Secretary and below, while the rest is allocated to other specific groups (e.g., people who have been socially discriminated, physically challenged, etc.). In terms of promotion requirements, there is a consideration to reduce the minimum period of service for female Gazetted Officers and those belonging to specific groups from the predetermined 5 years to 4 years in some positions and grades.

Gender mainstreaming of Government of Nepal officials includes the introduction of PD quotas for the recruitment of civil servants and consideration during promotions, as described in sections 1-3-2 Ranks and Positions of Civil Servants.

The percentage of female fellows in the JDS Program in Nepal to date is 19.3% for the master's program and 18.9% when the doctoral program is included, which is lower than the 43% of female fellows in all JDS host countries.⁵² Meanwhile, the percentage of women in Gazetted Officers eligible to apply for JDS Program remains at 15.9% despite the increase in the percentage of female Gazetted Officers in recent years. which does not appear to be particularly low given the situation in Government of Nepal.⁵³

Although it may be difficult to expect a sudden increase in the number of female applicants and female JDS fellows, it is necessary to consider efforts to realize gender equality at all stages of the main project implementation, including recruitment and selection, duration of their stay in Japan, before and after their return home in order to foster female civil servants who can exercise leadership in solving problems in their countries. Based on the results of interviews with Ministry of Women, Children, and Senior Citizens and a senior civil servant working on gender equality, as well as focus group discussions with female JDS returned fellows, the Preparatory Survey makes the following recommendations regarding efforts to promote gender equality and develop female leaders at each stage of the JDS Program. (New proposals that have not been implemented by the Agent are shown in bold.) It is expected that these series of initiatives will create a virtuous cycle of fostering of female leaders through the JDS Program.

⁵² According to data presented by JICA

⁵³ Table-6: List of Gazetted Officers by Class, Occupation, and Gender (as of May 2022)

1) Promotion	<p>Encouragement of applications through the network of female civil servants and existing advocacy groups working on gender equality Holding promotion seminars exclusively for female civil servants with the participation of female returned fellows Holding promotion seminars open to family members that can be utilized to obtain the consent of their family members Sharing information on childcare support in Japan Introduction of a female mentor system in which returned fellows act as mentors to guide applicants</p>
2) Application	<p>Relaxation of the deadline for submitting official approval for studying in Japan from affiliated ministries (as a relief for female civil servants who are unable to apply due to failure to submit the form in time).</p>
3) Selection	<p>If male and female applicants are equally qualified, preference will be given to female applicants.</p>
4) While in Japan	<p>Gender mainstreaming training</p>
5) After returning to Nepal	<p>Assistance for networking and provision of trainings for career development of female civil servants</p>

The above proposals were generally accepted while conducting this survey. However, the new measures will be introduced after receiving approval again from the Operating Committee.

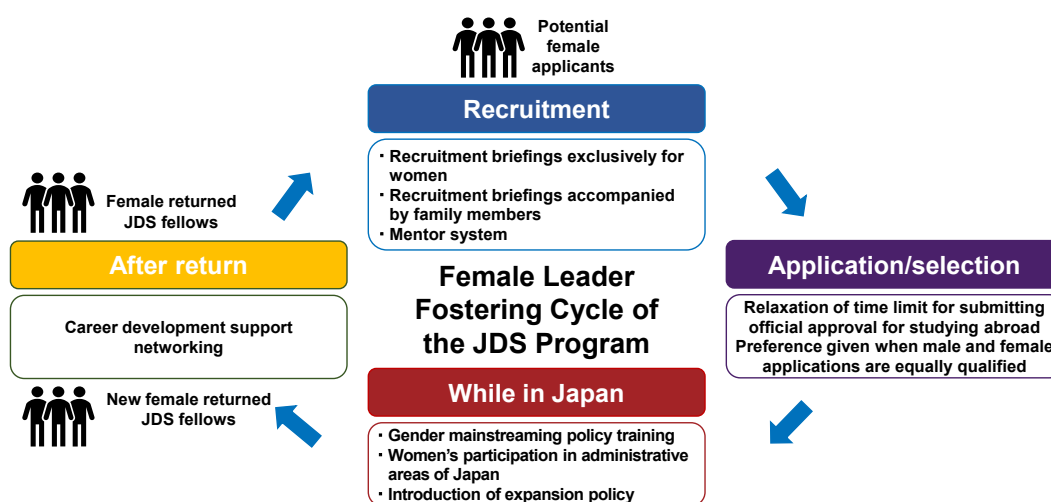


Figure-3 Proposed Initiatives at Each Stage of the JDS Program and the Virtuous Circle Process of Women Leader Development

An independent perspective of consultants for the JICA preparatory study team on the institutional framework of the JDS project are described below based on the verification of its comparative advantage over the scholarship programs by other development partners. As these need to be further investigated, the analysis will be deepened through the implementation of Nepal JDS Program Phase 3.

Consultant's independent perspective on the improvement of the JDS Program based on an examination of scholarship programs by other development partners and their comparative advantages to the JDS Program.

1. Reviewing scholarships amount to improve the quality of life for JDS fellows

In interviews with returned fellows from programs offered by development partners of other countries, several mentioned that one of the factors that allowed them to concentrate on their studies was the fact that the university provided furnished housing to international students free of charge, or that the university was equipped with a dormitory with excellent facilities for a fee. There was also information that rent is provided on a property basis in scholarships offered by development partners in other countries. Quality of life is one of the attractions of scholarship programs for international students, and the JDS Program appeared to be inferior compared to other countries. In contrast, there are very few universities in Japan that can provide adequate facilities for international students. The rent is paid by each student from their scholarship, which is almost uniform in amount for all JDS fellows (although there are small regional and seasonal adjustments), making life difficult for JDS fellows in urban areas where rent is high. In this regard, it may be possible to consider a review of the scholarship amount.

2. Permitting part-time work for JDS fellows

The JDS Program currently allows only on-campus part-time jobs, such as teaching assistants, with the approval of the supervising professor. On the other hand, some scholarships offered by development partners in other countries, such as Australia, allow students to work part-time off-campus. Off-campus part-time work provides opportunities to understand Japanese society and people and is thought to contribute to the strengthening of bilateral relations. While academic priority is an absolute requirement, it may be possible to consider allowing JDS fellows to work, provided that the fellow has attained a certain level of GPA (Grade Point Average) and a system is in place to monitor that such work will not disrupt academic studies, within the scope permitted by the Immigration Law (up to 28 hours per week in principle for college student visas), if approved by their academic supervisors.

3-6 Conclusion

This survey has developed a highly valid outline of the acceptance plan based on the viewpoint that the JDS Program will not only solve the development issues of Government of Nepal but also enhance the diplomatic value of the JDS Program and contribute to the strengthening of bilateral relations more than ever. The target fields and human resources development needs were reviewed based on mid to long-term needs, in addition to the needs of the 4 batches covered by the JDS program.

In addition, the achievements and issues of the JDS Program in Nepal to date were summarized, and recommendations and approaches to achieving the goals of the JDS Program were examined based on the basic research report "Effectiveness of the Project for Human Resource Development Scholarship (JDS Program)," and the comparative advantage of the JDS Program over programs offered by development partners in other countries was verified in order to further enhance the JDS strategy.

As a result of verification, it was confirmed that the 100 returned fellows who have so far obtained master's degrees and returned to their home countries are active in Government of Nepal, utilizing their

studies and acting as a bridge between the two countries. The survey also concluded that it is appropriate to accept a maximum of 22 JDS fellows (master's: 20, doctorate: 2) for the fourth years starting in FY2024.

Regarding the acceptance to the doctoral program that started in 2019, the validity of the continued acceptance and the number of students to be accepted was verified by examining the estimated application rate, progress of research conducted by doctoral students in Japan, examples of doctoral graduates' contributions to Government of Nepal, and the needs for doctoral programs within the government. The survey concluded that it is appropriate to continue accepting doctorate fellows up to the current limit of 2 fellows, provided that efforts will be made to step up the measures for preventing withdrawals.

The year 2022 marks the 120th anniversary of the dispatch of 8 students from Nepal to Japan. The year has also been designated as the "Year of Exchange Between Japan and Southwest Asia" to further deepen the exchange between Japan and Southwest Asian countries. During the past 120 years, Japan has been accepting an increasing number of Nepalese people who can serve as bridges between the two countries over the long term, with the number of workers working in Japan increasing rapidly in addition to international students in recent years. The relationship between the two countries has become increasingly important as a result.

JDS returned fellows are expected to contribute to the development of their home country upon return by making the most of the knowledge and abilities they acquired while studying in Japan, and to contribute to the strengthening of the friendly partnership between the two countries. Implementation of the JDS Project, which aims to create a virtuous cycle process of high value-added creation, is desired.

Strengthening the integrity of "knowledge" through JDS Program will contribute to the realization of FOIP, which is being promoted by the Japanese Government. It is expected to enhance connectivity in the Indo-Pacific region, leading to the coexistence and co-prosperity of diverse nations under the rule of law, free from force and coercion.

ANNEXES

1. List of Preparatory Survey Team Members
2. Flow Diagram of the Preparatory Survey
3. List of People Interviewed by the Preparatory Survey Team
4. Minutes of Discussions (MD)
5. Phase 3 Priority Areas: Number of JDS Fellows to be Accepted by Development Issues
6. Basic Plan for the Priority Target Area
 - 1-1 Financial Policy, Economic Policy
 - 2-1 Development of Human Resource and Administrative Capacity of Civil Servants
 - 2-2 Building of International Relations
 - 2-3 Improvement of Legal and Judicial System
7. Other Reference Materials for the Preparatory Survey
 - 7-1 Number of Applicants and Components` Ratio
 - 7-2 Accepting Universities of Scholarship Program by Other Countries
 - 7-3 Legislation, Policies and Development Plans, etc. Contributed by JDS Returned Fellows
 - 7-4 Priority Target Organizations Questionnaire Tabulation
 - 7-5 Results of Returned Fellows Survey

Annex 1. List of Preparatory Survey Team Members

Member List of the Survey Team

Name	Areas of responsibility	Affiliation / Position
Ms. Tomoko TANAKA	Team Leader	Senior Representative JICA Nepal Office
Ms. Haruka MIZOBATA	Cooperation Program	Project Formulation Adviser JICA Nepal Office

<Consultants>

Name	Areas of responsibility	Affiliation / Position
Ms. Tomoko OGURA	Chief Adviser/ Human Resource Development Plan	Senior Consultant Consulting Division Japan Development Service Co., Ltd.
Ms. Yukiko HANEDA	Overseas Study Planning	Senior Consultant Consulting Division Japan Development Service Co., Ltd.
Ms. Nobuko SHIMIZU	Basic Information Collection	Consulting Division Japan Development Service Co., Ltd.

Annex 2. Flow Diagram of the Preparatory Survey

Annex 2.Flow Diagram of the Preparatory Survey

	Field Survey	in Japan	Accepting Universities
2022 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) • Formulation of the list of target areas and development issues (Sub-Program/ Component) • Explanation of the outline of JDS Project to the government of the recipient countries		
Aug.		Jul. • Implementation of the request survey of accepting universities (JICA)	Aug. • Formulation and submission of proposals for JDS Project
Sept.		Sept. to Oct. [University review / survey] • Evaluation of Proposals • Review of proposals from universities • Survey on prospective accepting universities	
Oct.	Oct. [Survey on the needs and achievements of JDS Project by the consultant] • Information collection of civil servant system • Information collection of Gender policy in human resource development system for government officers • Information collection for designing the Japanese language framework	Oct. • Conclusion of a contract with the consultant • Preparation for field survey	
Nov.	Nov. to Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) • Agreement on the new project framework and implementation structure • Agreement on JDS target issues (Sub-Program, Component) • Selection and agreement on Target Organizations and target demographic • Selection and agreement on accepting universities	Nov. to Dec. • Preparation of draft basic plan for priority fields	
Dec.			
2023 Jan.	Jan. to Feb.2023 [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. 2023 • Preparation for the draft report on the preparatory survey	
Feb.		Jan. • Preparation for the outline design of the budget Feb. • Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.		Mar. • Notification of the result of the selection to accepting universities (JICA)	Mar. • Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.			
May		May • Finalization of the report on the preparatory survey	
Flow after Preparatory Survey			
Jun.	Jun. - • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient countries and an agent	May • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
2023 Jul. to 2024 Feb.	Aug.- Recruitment Nov.- • 1st screening by application document • Health examination Dec. to Feb.2022 • 2nd screening by Technical Interview with university faculty -Mar. • 3rd screening by Comprehensive Interview with OC members		Participate in Selection Nov.- 2022 • Screening by application document Dec. to Feb. 2023 • Technical Interview
Mar. to Jul.	Jul. • Pre-departure orientation		Apr.- • Preparation for Enrollment
Aug.		Aug. • Student Arrival • Briefing and Orientation	
Sep.			Sept.- • Enrollment

Annex 3. List of People Interviewed by the Preparatory Survey Team

Date	Interviewees
10th October, 2022	Japan International Cooperation Agency (JICA), Nepal Office <ul style="list-style-type: none"> - Ms. Tomoko TANAKA, Senior Representative - Ms. Haruka MIZOBATA, Project Formulation Advisor - Mr. Gopal GURUNG, Program Manager
	Ministry of Finance (MOF) <ul style="list-style-type: none"> - Dr. Narayan DHAKAL, Under Secretary, International Economic Cooperation Coordination Division (IECCD)
10th to 13th October	Returned JDS Fellows contributing to strengthen bilateral relations <ul style="list-style-type: none"> - Mr. Uttam REGMI, Section Officer, Office of the Prime Minister and Council of Ministers - Mr. Rajaram DAHAL, Under Secretary, Ministry of Law, Justice and Parliamentary Affairs - Mr. Nishan Raj GAUTAM, Under Secretary, Ministry of Communication and Information Technology, - Mr. Raju RIMAL, Research Officer, National Archives of Nepal - Mr. Avadhesh Kumar SHUKLA, Statistics Officer, Central Bureau Statistics
11th October	Ministry of Federal Affairs and General Administration (MOFAGA) <ul style="list-style-type: none"> - Mr. Narayan Prasad ARYAL, Joint Secretary, Administrative Reform, Human Resources Planning and Development Division - Mr. Ramuraj KADARIYA, Under Secretary, Administrative Reform, Human Resources Planning and Development Division - Mr. Kiran THAPA, Section Officer, Administrative Reform, Human Resources Planning and Development Division
	Ministry of Finance (MOF) <ul style="list-style-type: none"> - Dr. Kamal PAUDEL, Under Secretary, Director, Department of Customs
	JICA Alumni Association of Nepal (JAAN) <ul style="list-style-type: none"> - Dr. Ram Chandra BHUSAL, President
12th October	Ministry of Foreign Affairs (MOFA) <ul style="list-style-type: none"> - Mr. Lok Bahadur THAPA, Joint Secretary, Northeast Asia Division - Ms. Yojana BAMJAN, Section Officer, Northeast Asia Division
	JDS female returned fellows <ul style="list-style-type: none"> - Ms. Laxmi GHIMIRE, Under Secretary, National Planning Commission - Ms. Rajeshwori SAPKOTA KHATRI, Section Officer, Ministry of Defense - Ms. Gita GHIMIRE, Under Secretary, Department of Money Laundering Investigation - Ms. Rejina KOIRALA, Under Secretary, Financial Comptroller General Office - Ms. Ran Maya FYAK, Section Officer, Ministry of Social Development, Bagmati Province - Ms. Sharadha CHALISE, Section Officer, Ministry of Home Affairs - Ms. Namita REGMI, Under Secretary, District Administration Office, Syanja - Ms. Dikchhya PRADHANANG, Under Secretary, Supreme Court of Nepal
13th October	Ministry of Urban Development <ul style="list-style-type: none"> - Mr. Pradeep PARIYAR, Joint Secretary
	Ministry of Home Affairs (CDO, Lalitpur District) <ul style="list-style-type: none"> - Mr. Jaya Narayan ACHARYA, Joint Secretary
14th October	Ministry of Forests and Environment <ul style="list-style-type: none"> - Dr. Radha WAGLE, Joint Secretary, Climate Change Division
	Ministry of Law, Justice and Parliamentary Affairs <ul style="list-style-type: none"> - Ms. Nirmala Adhikari BHATTARAI, Joint Secretary
17th October	Korea International Cooperation Agency (KOICA) Nepal Office <ul style="list-style-type: none"> - Ms. Bora LEE, ODA Expert - Ms. Roshi MOOL, General Manager - Ms. Srijana SHRESTHA, Assistant Manager

Date	Interviewees
18th October	<p>JICA Expert</p> <ul style="list-style-type: none"> - Ms. Miha ISOI, Expert for the Capacity Enhancement of Human Resources in the Judicial Sector of Nepal <p>Australia Awards</p> <ul style="list-style-type: none"> - Ms. Malla SELENA, Country Program Manager - Mr. Bishwokarma KHYAM, Program Officer
19th October	<p>Ministry of Women, Children and Senior Citizen</p> <ul style="list-style-type: none"> - Ms. Laxmi Kumari BASNET, Joint Secretary
21st October	<p>Embassy of Japan in Nepal (EOJ)</p> <ul style="list-style-type: none"> - Ms. Keiko NAKAMURA, First Secretary
4th November	<p><Minutes of Discussions></p> <p>Ministry of Finance</p> <ul style="list-style-type: none"> - Dr. Narayan Prasad Dhakal, Under Secretary - Mr. Prem Upadhyaya, National Advisor - Mr. Surya Pokharel, Under Secretary - Mr. Harischandra Dhakal, Under Secretary - Ms. Sara Shrestha, Under Secretary - Mr. Yug Raj Pandey, Under Secretary - Mr. Surendra Pandey, Section Officer - Mr. Tilak Prasad Chapagain, Section Officer - Mr. Raju Khanal, Section Officer <p>Japan International Cooperation Agency (JICA), Nepal Office</p> <ul style="list-style-type: none"> - Ms. Tomoko TANAKA, Senior Representative - Ms. Haruka MIZOBATA, Project Formulation Advisor - Mr. Gopal GURUNG, Local Staff <p>Japan Development Service Co., Ltd.</p> <ul style="list-style-type: none"> - Ms. Tomoko OGURA, Chief Adviser/ Human Resource Development Plan - Ms. Yukiko HANEDA, Overseas Study Planning - Ms. Nobuko SHIMIZU, Basic Information Collection - Dr. Madhav Prasad Sedhain - Mr. Mohani Prasad Bhattarai

Annex 4. Minutes of Discussions (MD)

MINUTES OF DISCUSSION ON THE PREPARATORY SURVEY OF THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP TO NEPAL

In response to a request from Nepal, 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 Nepal.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by TANAKA Tomoko, Senior Representative, JICA Nepal Office, to Kathmandu from 8th to 23rd October 2022.

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

Kathmandu, November 4, 2022



TANAKA Tomoko
Leader
Preparatory Survey Team
Senior Representative
Japan International Cooperation Agency
Nepal Office



Dr. Narayan DHAKAL
Under Secretary
International Economic Cooperation
Coordination Division
Ministry of Finance
Government of Nepal

I. The Objective of the Preparatory Survey

The Nepal side understood the objectives of the Preparatory Survey explained by the Team referring to ANNEX 1 "Flowchart of the Preparatory Survey".

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from the Japanese fiscal year 2023 to 2026 to be implemented under Japanese Grant Aid
- (2) To design the outline of the JDS Project by collecting basic information on human resource development for civil servants in Nepal
- (3) To estimate the overall costs of the first cycle, that is a period of four years of the JDS Project

II. The 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 policies/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 Nepal 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. The Framework of the JDS Project

1. Project Implementation

Both parties 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.

Nepal side

- Ministry of Finance (MOF) (Chair)
- Ministry of Federal Affairs and General Administration (MOFAGA)
- Ministry of Foreign Affairs (MOFA)

Japanese side

- Embassy of Japan (EOJ) (Co-chair)
- JICA Nepal Office (JICA)

3. Target Areas of the JDS Project

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

(1) Sub-Program 1:

Social and economic development directly lead to economic growth and the national livelihoods improvement

Components

- I-1 Fiscal Policy, Economic Policy

(2) Sub-Program 2:

Governance enhancement and basic institutional development for democracy

Components

- 2-1 Development of Human Resource and Administrative Capacity of Civil Servants
- 2-2 Building of International Relations
- 2-3 Improvement of Legal and Judicial System

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

The maximum number of JDS Fellows per batch for the Succeeding Four Batches shall be twenty (20) for the Master's Program, from the Japanese fiscal year 2023 to 2026.

The Government of Japan will decide the final number of JDS Fellows in consideration of the needs of the Nepal side as well as the Project purpose.

5. Target Organizations

Based on the discussion held between both parties, the target organizations were identified as ANNEX 3 "List of Target Organizations". It was agreed that the target organizations shall be reviewed according to the result of recruitment/selection, discussed, and decided in the Committee.

Key institutions that are related to components were identified as ANNEX 4 "Design of JDS Project for the Succeeding Four Batches".

6. Accepting Universities and Quota per University

Based on the discussion held between both parties, it was agreed that the Master's Programs of the following universities, which were selected from those applied to JICA's public recruitment for this JDS program, would be suitable for the development issues in Nepal.

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

Accepting University:

- Waseda University, Graduate School of Asia-Pacific Studies (2 slots)
- Rikkyo University, Graduate School of Business (2 slots)
- Hiroshima University, Graduate School of Humanities and Social Science (2 slots)

2) Development Issue as Component 2-1 : Development of Human Resource and Administrative Capacity of Civil Servants

Accepting University:

- Meiji University, Graduate School of Governance Studies (English Track) (2 slots)
- Yamaguchi University, Graduate School of Economics (2 slots)
- International University of Japan, Graduate School of International Relations (2 slots)

3) Development Issue as Component 2-2 : Building of International Relations

Accepting University:

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

4) Development Issue as Component 2-3 : Improvement of Legal and Judicial System

Accepting University:

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



7. Basic Plan for Each Component

The Team explained a Basic Plan for each Component (ANNEX 5), including the background, project objectives, summary of the activities of the project, and others, which would be prepared for mutual understanding of both parties during the Preparatory Survey.

Both parties confirmed necessary meeting arrangements would be taken during the following up survey period for the preparation of the Basic Plan for each Component.

8. Doctoral Program

Both parties confirmed that the need to continue the doctoral program. The maximum number of JDS Fellows per batch for the Succeeding Four Batches shall be two (2) for Doctoral Program, from the Japanese fiscal year 2023 to 2026. The Government of Japan will decide the final number of JDS Fellows in consideration of the needs of the Nepal side as well as the Project purpose.

Both parties also agreed to introduce strong prevention measures for the withdrawal of candidacy. JICA survey team suggested the following possible measures at the discussion.

- A new rule to black-list those who withdraw candidacy is added to the related regulation of the Government of Nepal.
- The application period is to be changed from November to February, to shorten the period from application to departure.
- Applicants will pay the application fee at their own expense, and fees will be reimbursed later only if one has not withdrawn candidacy.
- Change of eligibility such as,
 - Exclusion of Joint Secretary
 - Applicants have an academic supervisor identified by themselves. (The agent will not provide support to find a suitable academic adviser.)
 - To limit applicants who have master's degrees from Japan or
 - To limit applicants who have master's degrees from OECD countries

Both parties confirmed that the measures will be decided at the Operating Committee Meeting to be held no later than April 2023.

9. Initiatives to Promote Gender Equality

Both parties confirmed the JDS project will promote the participation and capacity development of female civil servants in order to promote gender equality and women's empowerment.

In addition, both parties agreed to adopt gender-oriented initiatives such as promotion seminars targeting female civil servants during recruitment, gender-mainstreaming training during studying in Japan, as well as training and networking opportunities among female alumni for career development upon their return to Nepal. The detail will be determined through the preparation of the detail design.

10. Strategic recruitment and selection of candidates

The Team proposed the measures of strategic recruitment and selection of candidates in view of strengthening the bilateral relationship between Nepal and Japan. Both parties also confirmed that both sides would make efforts to ensure participation from organizations that are important for bilateral relations between Nepal and Japan, such as the Ministry of Foreign Affairs.

11. Monitoring and Evaluation

It was agreed that monitoring and evaluation of returned JDS fellows should be done actively



by the Government of Nepal. 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 6.

V. Project Monitoring Report on JDS

Both parties confirmed the Project Monitoring Report on JDS (hereinafter referred to as “the PMR” and Submission form as described in ANNEX 7.

ANNEX 1: Flowchart of the Preparatory Survey

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

ANNEX 3: List of the Target Organization

ANNEX 4: Design of JDS Project for the Succeeding Four Batches (Draft)

ANNEX 5: JDS Basic Plan for the Target Priority Area (Draft)

ANNEX 6: Undertakings of the Project (Draft)

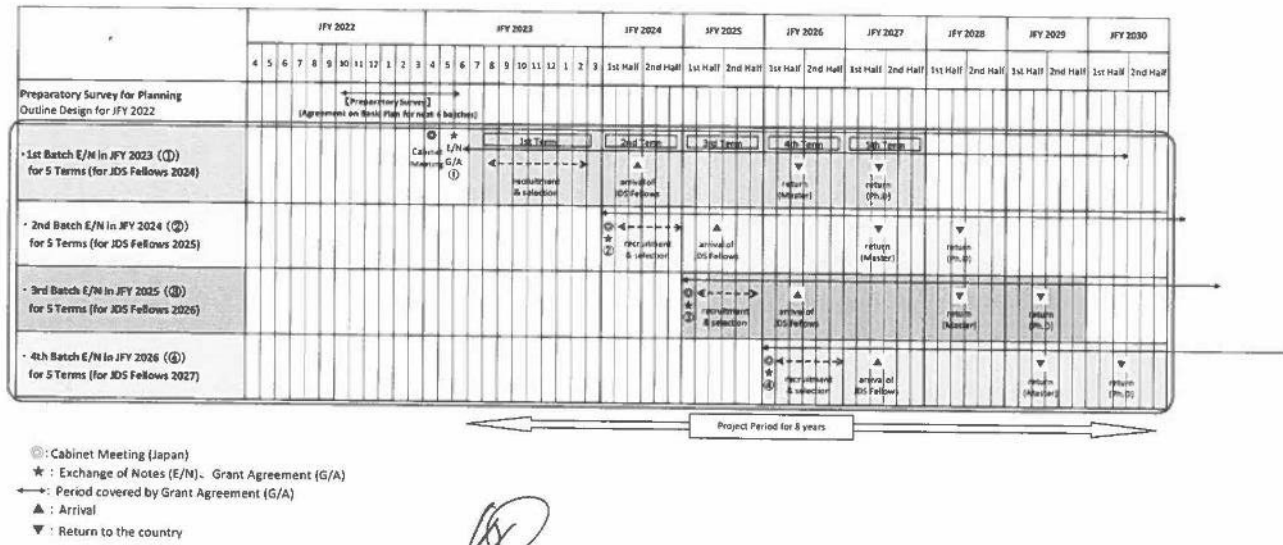
ANNEX 7: Project Monitoring Report on JDS (Draft)



Annex 1 Flow Chart of the Preparatory Survey

	Field Survey	In Japan	Accepting Universities
2022 Jul.	<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> Jul. - Implementation of the request survey of accepting universities (JICA) 	<ul style="list-style-type: none"> Aug. - Formulation and submission of proposals for JDS Project
Sept.		<ul style="list-style-type: none"> Sept. to Oct. (University review / survey) - Evaluation of Proposals - Review of proposals from universities - Survey on prospective accepting universities 	
Oct.	<ul style="list-style-type: none"> Oct. (Survey on the needs and achievements of JDS Project by the consultant) - Information collection of civil servant system - Information collection of Gender policy in human resource development system for government officers - Information collection for designing the Japanese language framework. 	<ul style="list-style-type: none"> Oct. - Conclusion of a contract with the consultant - Preparation for field survey 	
Nov.	<ul style="list-style-type: none"> Nov. to Dec. (Agreement on the project framework 1/2) (OC/JICA Survey Team) - Agreement on the new project framework and implementation structure - Agreement on JDS target issues (Sub-Program, Component) - Selection and agreement on Target Organizations and target demographic - Selection and agreement on accepting universities 	<ul style="list-style-type: none"> Nov. to Dec. - Preparation of draft basic plan for priority tasks 	
Dec.			
2023 Jan.	<ul style="list-style-type: none"> Jan. to Feb. 2022 (Agreement on the project framework 2/2) (OC/JICA Survey Team) - Confirmation of selection procedures - Confirmation of draft basic plans - Confirmation of follow-up activities 	<ul style="list-style-type: none"> Jan. 2022 - Preparation for the draft report on the preparatory survey 	
Feb.		<ul style="list-style-type: none"> Jan. - Preparation for the outline design of the budget Feb. - Submission of the report on the budget to Ministry of Foreign Affairs 	
Mar.		<ul style="list-style-type: none"> Mar. - Notification of the result of the selection to accepting universities (JICA) 	<ul style="list-style-type: none"> Mar. - Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.			
May		<ul style="list-style-type: none"> May - Finalization of the report on the preparatory survey 	
Flow after Preparatory Survey			
Jun.	<ul style="list-style-type: none"> Jun. - Exchange of Note (E/N) - Grant Agreement (G/A) - Contract between a client of the recipient countries and an agent 	<ul style="list-style-type: none"> May - Decision on the implementation of JDS Project by Japanese government (cabinet meeting) 	
2023 Jul. to 2024 Feb.	<ul style="list-style-type: none"> Aug.- Recruitment Nov.- - 1st screening by application document - Health examination Dec. to Feb. 2022 - 2nd screening by Technical Interview with university faculty Mar.- - 3rd screening by Comprehensive Interview with OC members Jul. - Pre-departure orientation 		<ul style="list-style-type: none"> Participate in Selection Nov.- 2022 - Screening by application document Dec. to Feb. 2023 - Technical Interview in Philippines
Mar. to Jul.			<ul style="list-style-type: none"> Apr.- - Preparation for Enrollment
Aug.		<ul style="list-style-type: none"> Aug. - Student Arrival - Briefing and Orientation 	
Sep.			<ul style="list-style-type: none"> Sept.- - Enrollment

Annex 2 Flowchart of JDS Project for the Succeeding Four Batches



[Handwritten signature]

[Handwritten mark]

ANNEX 3 List of the Target Originations

No.	Target Organizations
1	Office of the Prime Minister and Council of Ministers
2	Ministry of Agriculture and Livestock Development
3	Ministry of Land Management, Cooperatives and Poverty Alleviation
4	Ministry of Culture, Tourism and Civil Aviation
5	Ministry of Defence
6	Ministry of Education, Science and Technology
7	Ministry of Energy, Water Resource and Irrigation
8	Ministry of Federal Affairs and General Administration
9	Ministry of Finance
10	Ministry of Foreign Affairs
11	Ministry of Forest and Environment
12	Ministry of Health and Population
13	Ministry of Home Affairs
14	Ministry of Industry, Commerce and Supplies
15	Ministry of Communication and Information Technology
16	Ministry of Labour, Employment and Social Security
17	Ministry of Law, Justice and Parliamentary Affairs
18	Ministry of Physical Infrastructure and Transport
19	Ministry of Urban Development
20	Ministry of Water Supply
21	Ministry of Women, Children and Senior Citizen
22	Ministry of Youth and Sports
23	Commission for the Investigation of Abuse of Authority
24	Public Service Commission
25	Election Commission, Nepal
26	National Human Rights Commission
27	National Natural Resources and Fiscal Commission
28	National Women Commission
29	National Dalit Commission
30	National Inclusion Commission
31	Adivasi Janajati Commission
32	Madhesi Commission
33	Tharu Commission
34	Muslim Commission
35	Water and Energy Commission
36	National Information Commission
37	Nepal Law Commission
38	National Planning Commission
39	Truth & Reconciliation Commission
40	Commission of Investigation on Enforced Disappeared Persons Nepal
41	National Language Commission
42	Office of the Auditor General
43	Office of the President of Nepal
44	Office of the Vice-President of Nepal
45	Financial Comptroller General Office
46	Judicial Council Secretariat
47	National Vigilance Centre
48	Office of the Nepal Trust
49	Public Procurement Monitoring Office
50	Supreme Court of Nepal
51	Office of the Attorney General
52	Federal Parliament Secretariat, Nepal

Annex 4 Design of the JDS Program for Four Batches (Acceptance from JFY 2023-2026)

Sub-Program (Priority Areas)	Components (Development Issues)	Quota	Expected Theme of the Research/ Possible Fields of Study	Expected Key Organizations (but not limited. Please see the ANNEX 3 for the target organizations)
1. Social and economic development directly lead to economic growth and improvement of national livelihood improvement	1-1 Fiscal Policy, Economic Policy	6	<p><u>Possible Fields of Study:</u> National Development Policy/ Plan, Macro Economics, Financial Policy, Monetary Policy, Tax Policy, Econometrics, Foreign Investment Policy, Industrial Development Policy, Promotion of Business Environment, International Development Cooperation, Foreign Aid/Debt Management</p> <p><u>Preferred Degree:</u> Social science degrees such as Master of economics and public policy or Degree to be related to the above</p>	<ul style="list-style-type: none"> • Ministry of Finance • National Planning Commission • Office of Prime Ministry and Council of Ministers • Ministry of Foreign Affairs • Ministry of Federal Affairs and General Administration • Ministry of Industry, Commerce and Supplies • Board of Investment of Nepal • Ministry of Energy, Water Resources and Irrigation
2. Governance enhancement and basic framework development for democracy	2-1 Development of Human Resource and Administrative Capacity of Civil Servants	6	<p><u>Possible Fields of Study:</u> Decentralization, Local Governance, Public Administration, Personnel Administration Policy, Public Financial Management, Local Development, Labor Policy, Public Policy</p> <p><u>Preferred Degree:</u> Master of Public Administration, Master of Public policy, or Degree to be related to the above</p>	<ul style="list-style-type: none"> • Ministry of Finance • National Planning Commission • Office of Prime Ministry and Council of Ministers • Ministry of Foreign Affairs • Ministry of Federal Affairs and General Administration • Ministry of Labour, Employment and Social Protection • Ministry of Home Affairs • Ministry of Education, Science and Technology • Ministry of Health and Population • Ministry of Agriculture, Land Management, and Cooperatives • Commission for Investigation of Abuse of Authority
	2-2 Building of International Relations	4	<p><u>Possible Fields of Study:</u> International Politics, International Economics, Diplomatic Policy, Regional Integration, Diplomatic relations of Nepal with other countries, Development of Nepal as a landlocked country, Relation with other countries in development, International diplomacy on labor issues, Labor politics, Immigration</p> <p><u>Preferred Degree:</u> Master of International Relations or Degree to be related to the above</p>	<ul style="list-style-type: none"> • Ministry of Finance • National Planning Commission • Office of Prime Ministry and Council of Ministers • Ministry of Foreign Affairs • Ministry of Federal Affairs and General Administration

	2-3	Improvement of Legal and Judicial System	4	<u>Possible Fields of Study:</u> Civil Law, Criminal Law, Company Law, Commercial Law, Legal and Judicial Development for Economic Development and Investment, IT Law, Intellectual Property Law, Law of international treaties <u>Preferred Degree:</u> Master of Law or Degree to be related to the above	• Ministry of Law, Justice, Constituent Assembly and Parliamentary Affairs • Supreme Court • Nepal Law Commission • Judicial Council Secretariat • Office of the Attorney General
Upper limit of total number of students per year for Master:			20		

Annex 5 Basic Plan for Priority Areas of the JDS Program
Basic Plan for the Target Priority Area

Basic Information on Target Priority Areas (Sub Program)

1. Country: Nepal
2. Priority Area (sub-program):
3. Steering Committee: Ministry of Finance, Ministry of Federal Affairs and General Administration, Ministry of Foreign Affairs, Embassy of Japan in Nepal, JICA Nepal Office

Individual Table 1

1. Outline of Sub-Programs/Component

(1) Basic Information

1. Priority Area (sub-program):
2. Development Issue (component):
3. Principal Agency: Ministry of Finance

(2) Background and Needs (Position of JDS in the development plan of Nepal)

(3) Japan's ODA Policy and Achievements (including the results of JDS fellows to date)

2. Framework of cooperation

(1) Project Objective

The purpose of this project is to foster young administrative officials who are expected to play a future role in the social and economic development of their country through acquisition of a degree (master's degree) at a graduate school in Japan. The project will also contribute to strengthening the partnership between the two countries in the future through building of human networks.

(2) Project Design

- 1) Overarching Goals
The capacity of relevant administrative agencies for policy making will be improved through human resource development in this project.
- 2) Project Objective
By supporting young administrative officials who can play an active role in the core of the Nepalese government to obtain a master's or doctor's degree from a Japanese graduate school, we will seek to develop human resources for solving Nepal's development issues and build a human network between the governments of Japan



and Nepal, thereby contributing to solving Nepal's development issues and strengthening bilateral relations in the area of human resources.

(3) Verifiable Indicators

- 1) Acquisition of master's and doctor's degrees by returned JDS fellows
- 2) Improvement of analytical, policy-making, and project operation management skills of returned JDS fellows
- 3) Contribution to planning and policy making by returned fellows
- 4) Strengthening the functions of assigned institutions through leadership of returned fellows
- 5) Development of female administrative officers that can exercise leadership in problem solving
- 6) Establishment of friendship and goodwill between Japan and Nepal
- 7) Strengthening of international intellectual networks

(4) Number of JDS Fellows and Accepting Universities

xx fellows/year	Name of graduate school/name of university	xx fellows/4 years
-----------------	--	--------------------

(5) Activities (example)

Goals	Content and means of achieving goals
1) Before arriving in Japan	
Gather information on xx and prepare for research.	Prepare data on specific theme assigned by the university before entering the university.
2) While studying in Japan	
Acquire ability to analyze issues and practical skills concerning xx.	Acquire broad knowledge of xx by taking basic courses in the existing program "～". In particular, deepen one's knowledge on the required courses for xx.
Acquire ability to analyze issues and practical skills concerning xx.	<ul style="list-style-type: none"> • Participate in a special seminar on a special program about a certain topic in a certain country and acquire practical knowledge on this topic. • Acquire practical and applied skills to solve problems through group work with foreign students from other countries.
Examine solutions to issues by writing a thesis.	Obtain advice from the instructor on the selection and preparation of thesis theme that contributes to solving problems in the home country, and write the thesis
3) After returning home	
Utilization of study results	Exchange information regularly with academic advisors and receive advice from the university. In addition, graduate school will hold seminars for returned JDS fellows and target institutions to help them solve problems in their actual work.

(6)-1 Input from the Japanese side

- 1) Expenses for special activities incurred by host university prior to, after, and during the study abroad program (including activities in Nepal such as self-guidance, special lectures and workshops, and follow-up after returning home)
- 2) Expenses related to study in Japan. (travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support while studying in Japan (monitoring, various types of living support, etc.)

(6)-2 Period and Number of JDS fellows

(Master's fellows) 1 batch (master's degree) 20 students x 4 years = 80 students
2024 (to be completed in 2026): ▲ students 2025 (to be completed in 2027): ▲ students
2026 (to be completed in 2028): ▲ students 2027 (to be completed in 2029): ▲ students
(Doctoral fellows) 2 students from each batch among all recipient universities x 4 years = 8 students

(7) Input from Nepalese side

- 1) Dispatch of selected JDS fellows
- 2) Follow-up activities (setting up opportunities to disseminate knowledge acquired through study in Japan at their affiliated institutions and target institutions)

(8) Qualification requirements (example)

- All applicants must:
- 1) Work experience, etc.
 - Have at least 3 years of work experience in a government organization
 - 2) Other requirements
 - Nationality: Federal Democratic Republic of Nepal
 - Have an experience of working for a government agency for at least 3 (three) years, and currently employed in the Target Organization below as a gazetted officer. Otherwise, a government employee in a Level 7 or higher position who is employed by the federal government and deployed to a federal or local government.
 - Be between 25 years of age and 40 years of age as of 1st April of the fiscal year of arrival in Japan
 - Possess a bachelor's degree from a higher education institution recognized by the Government of Nepal or a foreign government.
 - Not receiving or planning to receive a master's degree from a foreign university on a scholarship from the government of Nepal or any other development partner.
 - Have a good understanding of the objectives of the JDS Program and intend to contribute to the development of Nepal and the strengthening of bilateral relations between Nepal and Japan upon their return.
 - Be in good health, both mentally and physically.
 - Have English proficiency sufficient for enrollment in a master's course.
 - Not currently serving in the military

Annex 6 Undertakings of the Project (Draft)

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

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after signing of the G/A	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 in 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	3) To organize the first meeting of the Committee	Within 1 month after assigning the Agent	Ministry of Finance	N/A	
7	4) To organize the Committee meeting	During the Project	Ministry of Finance	N/A	
8	5) 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	Ministry of Finance	N/A	
9	6) 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	7) 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	8) 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	
13	1) To submit Project Monitoring Report on JDS to JICA	Semiannually	Ministry of Finance	N/A	
	2) To submit Project Monitoring Report on JDS (final) to JICA	After Completion of 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		

(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.

Annex 7 Project Monitoring Report on JDS (Draft)

Date:
Ref. No.

JAPAN INTERNATIONAL COOPERATION AGENCY
JICA XXX OFFICE
[Address specified in the Article 5 of the Grant Agreement]

Attention: Chief Representative

Ladies and Gentlemen:

NOTICE CONCERNING PROGRESS OF PROJECT

Reference : Grant Agreement, dated 署名日(signed date of the G/A), for JDS(The Project for Human Resource Development Scholarship)

In accordance to the Article 6 (3) of the Grant Agreement, we would like to report on the progress of the Project up to the following stages:

[Common]

- During the JDS Project [Semi annually]
 Completion of the JDS Project
 Other _____

Please see the details as per attached Project Monitoring Report (PMR).

Very truly yours,

[Signature] _____

[Name of the signer]

[Title of the signer]

[Name of the executing agency]

cc:
Director General
Financial Cooperation Implementation Department
Japan International Cooperation Agency
[Address specified in the Article 5 of the Grant Agreement]



Project Monitoring Report
on
JDS (The Project for Human Resource Development Scholarship in
Country Name) Grant Agreement No. XXXXXXXX
20XX, Month

Organizational Information

Signer of the G/A (Recipient)	Person in Charge (Designation) _____ Contacts Address: _____ Phone/FAX: _____ Email: _____
Executing Agency	Person in Charge (Designation) _____ Contacts Address: _____ Phone/FAX: _____ Email: _____
Agent	Person in Charge (Designation) _____ Contacts Address: _____ Phone/FAX: _____ Email: _____

General Information:

Project Title	JDS (The Project for Human Resource Development Scholarship)
E/N	Signed date: Duration:
G/A	Signed date: Duration:
Source of Finance	Government of Japan: Not exceeding JPY _____ mil. Government of (_____): 1) Advising commission of A/P approx. JPY6,000 2) Payment commission for A/P approx. 0.1% of the payment amount

1: Project Description

1-1 Project Objective

[Empty box for Project Objective]

1-2 Project Rationale

- Higher-level objectives to which the project contributes (national/regional/sectoral policies and strategies)
- Situation of the target groups to which the project addresses

[Empty box for Project Rationale]

1-2 Indicators for measurement of "Effectiveness"

Quantitative indicators to measure the attainment of project objectives		
Indicators Degree completion	Original (Number of Fellows)	Target (Degree completion rates)
Master's degree		95%
Doctor's degree		65%

Qualitative indicators to measure the attainment of project objectives

- Young civil servants in recipient countries will acquire degrees (master's and doctoral degrees) in Japan and acquire expert knowledge that will contribute to solving of the social and economic development issues that their countries are facing.
- After returning to their home countries, they will contribute engage in formulating and implementing social and economic development policies / plans and are expected to become leaders in their countries, thereby strengthening the functions of those organizations and strengthening the relationship with Japan.
- The project will contribute to the strengthening of bilateral relations and promoting of friendship, the enhancement of international competitiveness of accepting universities, etc., and the strengthening of international intellectual networks through the acceptance of international students.
- The project will foster female government officials who can exercise leadership in solving issues in their own countries, not only by studying for degrees at graduate schools in Japan, but also by providing training for career development, etc.

2: Details of the Project

2-1 Scope of the service

Components	Original* <i>(proposed in the outline design)</i>	Actual*
1.		

Reasons for modification of scope (if any).

#

(PMR)

2-2 Implementation Schedule

Term	Items	Original		Actual
		(proposed in the outline design)	(at the time of signing the Grant Agreement)	

Reasons for any changes of the schedule, and their effects on the project (if any)

2-3 Obligations by the Recipient

2-3-1 Progress of Specific Obligations
 See Attachment 1.

2-3-2 Activities
 See Attachment 3.

2-5 Agent Fee and Scholarship Costs borne by the Grant

	Item	Original (proposed in the outline design)	Actual (in case of any modification)
Term 1	Agent Fee	JPY **, **,000	JPY **, **,000
	Scholarship Cost	JPY **, **,000	JPY **, **,000
Term 2	Agent Fee	JPY **, **,000	JPY **, **,000
	Scholarship Cost	JPY **, **,000	JPY **, **,000
Term 3	Agent Fee	JPY **, **,000	JPY **, **,000
	Scholarship Cost	JPY **, **,000	JPY **, **,000
Term 4	Agent Fee	JPY **, **,000	JPY **, **,000
	Scholarship Cost	JPY **, **,000	JPY **, **,000
Term 5	Agent Fee	JPY **, **,000	JPY **, **,000
	Scholarship Cost	JPY **, **,000	JPY **, **,000
Total			

2-5 Executing Agency

- Organization's role, financial position, capacity, cost recovery etc,
- Organization Chart including the unit in charge of the implementation and number of employees.

Original (at the time of outline design)

name:

role:

financial situation:

institutional and organizational arrangement (organogram):

human resources (number and ability of staff):

tt

Actual (PMR)

3: Evaluation and Monitoring Plan (after the completion of the JDS Project)

3-1 Overall evaluation

Please describe your overall evaluation on the project.

3-2 Lessons Learnt and Recommendations

Please raise any lessons learned from the project experience, which might be valuable for the future assistance or similar type of projects, as well as any recommendations, which might be beneficial for better realization of the project effect, impact and assurance of sustainability.

3-3 Monitoring Plan of the Indicators for Post-Evaluation

Please describe monitoring methods, section(s)/department(s) in charge of monitoring, frequency, the term to monitor the indicators stipulated in 1-3.



G/A NO. XXXXXXXX
PMR prepared on DD/MM/YY

Attachment

1. Specific obligations of the Recipient which will not be funded with the Grant
2. Check list for the Contract (including Record of Amendment of the Contract/Agreement and Schedule of Payment)
3. Report on Proportion of Procurement (Recipient Country, Japan and Third Countries) (PMR (final) only)
4. Semi Annual Report by the Agent / Final Report by the Agent



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

The following obligations of the Recipient are mentioned in Grant Agreement signed on 14.01.2011. The progress of obligations is as following table.

(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		N/A	
2	To appoint the head of representatives of the Recipient who will be a chairperson of the Committee	Within 1 month after signing of the G/A		N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A		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		N/A	
5	To bear the following commissions to a bank in Japan for the banking services based upon the B/A				
	1) Advising commission of A/P	Within 1 month after the signing of the contract		approx. JPY6,000,-	
	2) Payment commission for A/P	Every payment		approx. 0.1% of the payment amount	
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent		N/A	
7	To organize the Committee meeting	During the Project		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		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		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		N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project		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		N/A	
13	1) To submit Project Monitoring Report on JDS to JICA	Semiannually		N/A	
	2) To submit Project Monitoring Report on JDS (final)	After Completion of the Project		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)

Attachment1

			Japanese Yen)
1	To work on the recruitment and selection procedures of JDS candidates	During the Project	
2	To provide JDS candidates with information on study in Japan	During the Project	
3	To carry out matriculation procedures and make arrangements for trips to Japan for JDS fellows	During the Project	
4	To handle payment of tuition fees and scholarships	During the Project	
5	To provide pre-departure and after arrival orientation on JDS before/after arrival in Japan to JDS fellows	During the Project	
6	To monitor academic progress and living conditions of JDS fellows	During the Project	
7	To organize JDS fellow's returning program which consists of support for necessary procedure on JDS fellows' returning, evaluation meeting on JDS program upon the graduation, meeting for reporting the results after JDS fellow's returning to their respective countries, and	During the Project	
8	To perform other duties necessary for implementation of the Project.	During the Project	
	Total		●

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

Report on Proportion of Procurement

	Agent Fee	amount(JPY)	Proportion of Procurement	Scholarship Cost	amount(JPY)	Proportion of Procurement
Term 1	Advance Payment			1st		
	First Interim Payment			2nd		
				3rd		
				4th		
				5th		
				6th		
Term 2	Second Interim Payment			1st		
	Third Interim Payment			2nd		
				3rd		
				4th		
				5th		
				6th		
Term 3	Fourth Interim Payment			1st		
	Fifth Interim Payment			2nd		
				3rd		
				4th		
				5th		
				6th		
Term 4	Sixth Interim Payment			1st		
	Seventh Interim Payment/ Final Payment			2nd		
				3rd		
				4th		
				5th		

Term 5	Eighth Interim Payment Final Payment			6th		
				1st		
				2nd		
				3rd		
				4th		
				5th		
				6th		



Annex 5. Phase 3 Priority Areas: Number of JDS Fellows to be Accepted by Development Issues

Priority area (Sub-program)	Development Issues (Component)	University	Graduate school	Number of Maximum Acceptance par Batch				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1 Social and Economic Development which Directly Lead to Economic Growth and Improvement of National Livelihood Improvement	1-1 Financial Policy, Economic Policy	Waseda University	Graduate School of Asia-Pacific Studies	2	2	2	2	8
		Rikkyo University	Graduate School of Business	2	2	2	2	8
		Hiroshima University	Graduate School of Humanities and Social Sciences	2	2	2	2	8
2 Governance Enhancement and Basic Framework Development for Democracy	2-1 Development of Human Resource and Administrative Capacity of Civil Servants	Meiji University	Graduate School of Governance Studies	2	2	2	2	8
		Yamaguchi University	Graduate School of Economics	2	2	2	2	8
		International University of Japan	Graduate School of International Relations	2	2	2	2	8
	2-2 Building of International Relations	Ritsumeikan University	Graduate School of International Relations	2	2	2	2	8
		Hiroshima University	Graduate School of Humanities and Social Sciences	2	2	2	2	8
	2-3 Improvement of Legal and Judicial System	Kyushu University	Graduate School of Law	2	2	2	2	8
		Keio University	Law School	2	2	2	2	8
Total				20	20	20	20	80

Annex 6. Basic Plan for the Priority Target Area

1-1 Financial Policy, Economic Policy

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

Basic Information on Priority Area (sub-program):

- 1. Country: Nepal
- 2. Priority Area (sub-program): Social and economic development which directly lead to economic growth and the national livelihoods improvement
- 3. Operating Committee: Ministry of Finance, Ministry of Federal Affairs and General Administration, Ministry of Foreign Affairs, Embassy of Japan in Nepal, and JICA Nepal Office

Individual Table 1

1. Overview of sub-programs/components

(1) Basic Information

- 1. Priority Area (sub-program): Social and economic development which directly lead to economic growth and the national livelihoods improvement
- 2. Development Issue (component): Financial Policy, Economic Policy
- 3. Principal Agency: Ministry of Finance
- 4. Target Organizations: All ministries and agencies

(2) Background and needs (positioning of the project in the development policy of Nepal)

Nepal is a country with a gross national income (GNI) per capita of US\$1,190 (World Bank, 2020), and is classified under least developed countries (LDC) (OECD/DAC, 2022/23). Nepal’s latest national development plan, the 15th Five Year Plan (2019/20 to 2023/24), calls for the country to move out of the LDC category by 2026 and becoming an upper middle-income country by 2030. On the other hand, Nepal’s per capita GDP remains low, although it has been growing steadily over the past decade at an average annual rate of about 4%, driven by remittances from overseas workers, which account for about 20% of the country’s GDP.

In addition, due to underdeveloped industries and widening gap between urban and rural areas, the unemployment rate among young people is high in urban areas, and unemployed young people tend to go abroad to work. The private sector is faced with the challenge of creating domestic employment. To attain the national goal of breaking out of LDCs, Nepal needs to achieve sustainable economic growth. To this end, there is an urgent need to develop human resources and improve the capacity of administrative officials and practitioners who can formulate and implement national development policy, macroeconomic policy, fiscal policy, and monetary policy at a high level to overcome various problems comprehensively and strategically in the economic policy field that Nepal faces.

The JDS program is expected to develop and improve the capacity of government officials and practitioners who can plan and implement national development policies, macroeconomic policies, fiscal policies, financial policies, business environment improvement, and strategizing of internationally competitive industries in order to achieve sustainable economic growth in the future through diversification of economic structure and promotion of foreign investment, complementing the “Private Sector Development Program” implemented by JICA.

(3) Japan and JICA’s assistance policy and achievements (including the results of JDS fellows to date)

Japan’s “Country Development Cooperation Policy for Nepal” (September 2021) and “Rolling Plan for Nepal” (September 2021) list as priority areas “Economic growth and poverty reduction” and “Enhancement of governance and democratization” the assistances are provided accordingly.

JICA has been supporting the human resource development of the government of Nepal through the “Private Sector Development Program”, “Government Administrative Capability Enhancement Program” and “Legal Support Program” to enable its officials to formulate and implement effective and efficient policies.

In Nepal, the JDS Program began accepting civil servants as the JDS fellows in FY2015. As of October 2022, out of 140 master’s degree fellows and 3 doctoral fellows that have come to Japan, 100 master’s degree fellows returned to Nepal with their master’s degrees. All of the 100 returned fellows continue to work as civil servants and are contributing to solving development issues in Nepal.

There are 44 returned fellows in the target component of sub-program “Financial Policy, Economic Policy” of the JDS Program for Nepal.

<Related JICA Project>

Multilateral Cooperation

Building resilience for the future of work and the post COVID19 -Promoting rights and social inclusion through organization and formalization- (PRS), Strengthening integrated policy framework for formalization and decent work -(STRIDE)

Safety + Health for All Plantation Workers in South Asia

Expert

Foreign Investment Advisor

2. Cooperation Framework

(1) Project Objective

The purpose of this project is to foster young administrative officials who are expected to play a future role in the social and economic development of their country through acquisition of a degree (master’s degree) at a graduate school in Japan. The project will also contribute to strengthening the partnership between the two countries in the future through building of human networks.

(2) Project Design

1) Overall Goals

The capacity of relevant administrative agencies for policy making will be improved through human resource development in this project.

2) Project Purpose

By supporting young civil servants who can play an active role in the core of the Nepalese government to obtain a master's or doctor's degree from a Japanese graduate school, we will seek to develop human resources for solving Nepal's development issues and build a human network between the governments of Japan and Nepal, thereby contributing to solving Nepal's development issues and strengthening bilateral relations in the area of human resources.

(3) Verifiable Indicators

1) Acquisition of master's and doctor's degrees by returned JDS fellows

2) Improvement of analytical, policymaking, and project operation management skills of returned JDS fellows

3) Contribution to planning and policy-making by returned fellows

4) Strengthening the functions of assigned institutions through the leadership of returned fellows

5) Development of female administrative officers that can exercise leadership in problem-solving

6) Establishment of friendship and goodwill between Japan and Nepal

7) Strengthening of international intellectual networks

(4) Number of fellows and accepting universities

• Waseda University, Graduate School of Asia-Pacific Studies

2 fellows / year, Total 8 fellows / 4 years

• Rikkyo University, Graduate School of Business

2 fellows / year, Total 8 fellows / 4 years

• Hiroshima University, Graduate School of Humanities and Social Sciences

2 fellows / year, Total 8 fellows / 4 years

(5) Activities

1) Waseda University, Graduate School of Asia-Pacific Studies

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
Smooth integration after initiating studies in Japan	An intensive training program over a few days held in Kathmandu 2-3 months before matriculation. This program aims to make the post-matriculation study and research experience of JDS fellows as smooth as possible. During the program, JICA study team recommends to verify the educational background of the students, check for areas that may require follow-up, and offer further pre-matriculation educational support via email.

② While studying in Japan	
Acquire the necessary skills to conduct practical research and analysis and to formulate concrete policy recommendations.	<ul style="list-style-type: none"> • GSAPS is an interdisciplinary school that has International Relations, International Development / Policy Studies, and Area Studies as its three major specializations. • The content and characteristics of the GSAPS curriculum including International economics, Economic/trade agreements, Development economics, Economic development theory, political economics, labor migration and policies related to migrants, human security, Japanese ODA and economic development, natural disasters and problems related to development, make it highly conducive for Nepal.
Efficiently acquire practical analytical and research skills	<ul style="list-style-type: none"> • On top of offering basic and advanced courses in each of its three main fields of specialization, GSAPS also offers core courses aimed at helping students from diverse backgrounds learn and efficiently acquire practical analytical and research skills. • Our students can learn social survey methods, qualitative and quantitative research methodologies, statistical analysis, and research paper writing skills from the common introductory courses provided by the school. • Some of the core courses involve overseas field trips led by our faculty members.
Expansion of international vision	GSAPS (and Waseda University) frequently hosts symposiums, seminars, and research workshops on economic development. In these events, leading researchers and practitioners from Japan and abroad are invited to give a speech on their work.
③ After returning home	
Utilization of research results	Professor Atsushi Kato, who is a South Asia specialist at GSAPS, will jointly conduct research on the economic development of Nepal with the graduates of the program, and continues to supervise after graduation. GSAPS will also hold issue-specific seminars in Nepal to help facilitate policymaking and build the capacity of government officials.

2) Rikkyo University, Graduate School of Business

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
Pre-enrollment seminar	University organizes a half-day orientation seminar before enrollment, either in their home country or in Japan shortly after their arrival. Upon request, the lectures covering basic mathematics and economics are delivered. These help the JDS students to refresh their knowledge and skills before starting the coursework.
② While studying in Japan	
Train competent, enthusiastic, and responsible leaders in the government sectors, who can formulate development plans and policies.	<ul style="list-style-type: none"> • In the coursework, the students will take at least five required courses from the quantitative analysis and the basic theories of Public Management and Economics. These are designed to develop the students' capability in the policy analysis from the scratch.

	<ul style="list-style-type: none"> • Through master’s thesis writing, students are equipped with an analytical tool of the Evidence-Based Policy-Making approach under our close supervision policy. The students work on each step of the research work from narrowing down the research question and situating it into a broader academic debate to analyzing data, completing the draft in an academic manner, and presenting the research output in the thesis defense.
Interdisciplinary education that fosters multifaceted perspectives by integrating academia and the policy field	<ul style="list-style-type: none"> • Students are required to take at least five courses from the following eight courses: Mathematics, Statistics, Econometrics, Research Methodology, Microeconomics, Public Management, Public Administration, and Public Finance and Budgeting. By taking these courses, the students can acquire fundamental knowledge in Public Management and Economics as well as data analytical skills from scratch. • Courses require term-paper writing and research presentation as group work in order to improve students’ communication skills. • This Graduate School invites lecturers from the government sector to deliver lectures on Project Cycle Management and Public-Private Partnership. • The Graduate School organizes special seminars about JICA’s development aid project, inviting JICA experts and sharing their expertise with our JDS students. • The research guidance is provided to overcome data constraints by introducing them to the methods of online survey experiments. • The Graduate school will organize several field trips to the ministries of the central government, local governments, and private firms around Japan.
Special lectures by guest speakers	The Graduate School organizes special lectures by development experts associated with JICA Development Studies Program as well as scholars affiliated with other academic or research institutes. These opportunities equip the JDS students with acquiring professional expertise and broadening their networks.
③ After returning home	
Post-graduate program	<ul style="list-style-type: none"> • This program encourages the JDS students to continue to improve their skills in public policy analysis. To achieve this end, this program plans to organize research seminars in Nepal and invite local researchers and practitioners so that our JDS graduates can present their research work and receive feedback from the audience. • Enhancing the post-graduate program, this graduate school proposes two follow-up programs for post-graduate JDS fellows: Policy Research Seminar and Policy Analysis Workshop.

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

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
Preliminary education	<ul style="list-style-type: none"> • Candidates are provided with textbooks on basic economics (including agriculture production economics and rural development when necessary) and are required to conduct self-study under the instruction of teaching assistants (Ph.D. students in our course) and professors. • Candidates need to submit periodical reports by e-mail and take exams to confirm their achievements. • Candidates with low English ability are also provided with English language textbooks and are required to submit periodical reports by e-mail and take exams to improve their English skills.
② While studying in Japan	
Practical education and research	<ul style="list-style-type: none"> • In the first year, students will learn the basic subjects: development macroeconomics, development microeconomics, and development econometrics. • Students can obtain more specialized knowledge based on their interests, through Public Economics, Public Administration and Management, Economic Statistical Analysis, (Policy Impact Evaluation, Economic Development and Policy), other relevant subjects (Environmental Economics and Policy, Comparative Study of Economic Development, International Trade, International Cooperation, Small and Medium-sized Enterprise Development etc.). • International Economic Development Program offers an interdisciplinary curriculum to learn international affairs and regional studies as well as economics. Therefore, students can learn cross-sectoral knowledge and skills.
Obtain basic skills necessary for academic research	All students are required to join the seminar held by their supervisor every week. Through the seminar classes, student can receive more deliberate supervision (research plan, literature review, academic presentation, and academic writing) and obtain basic skills necessary for academic research (analytical methods and result interpretation).
Practical education and research	<ul style="list-style-type: none"> • The graduate school provides several opportunities to discuss with specialists from other universities and institutions, and to learn practical knowledge from officers of governmental and international organizations, which would be very useful to build a network of personal connections with professionals. This program holds “JDS seminars” regularly, inviting professionals or specialists from other universities or institutions. The content of the seminar ranges from the latest research findings to general developmental issues. In addition, this graduate school actively promote students’ participation to academic conferences.

	<ul style="list-style-type: none"> • All JDS students are provided with specialized books, datasets, and/or other materials necessary for their research. In addition, statistical software such as Stata or E-views is also provided for all JDS students. • At least one Ph.D. student is assigned to every JDS student for two years (mentorship system). Students are able to get appropriate advice and ample support on their research from the mentor whenever they want. • This program provides special English language courses “Academic Writing for Research Papers.” Through these courses, student can obtain basic skills in writing academic papers. • Through the research grant project, this program actively promote field research by students. To obtain the research grant, students are required to prepare a feasible research plan.
③ After returning home	
Follow-up training	After returning the country, this program will organize online seminars and on-site seminars to return and implement the latest research results to the development field. In addition, this program will provide online consulting services such as program evaluation and advice from scientific and academic perspectives to solve development issues. This program will also obtain feedback from JDS students on how they are applying the knowledge they gained in the program after returning home and how this program can improve the JDS program in the future.

(6)-1 Input from the Japanese side

<ol style="list-style-type: none"> 1) Expenses for special activities incurred by the accepting universities before, after, and during the study abroad program (including activities in Nepal such as self-guidance, special lectures and workshops, and follow-up after returning home) 2) Expenses related to studying in Japan. (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.) 3) Expenses for support while studying in Japan (monitoring, various types of living support, etc.)

(6)-2 Input duration and number of fellows

1 batch (Master’s fellows): 6 fellows × 4 years = 24 fellows	
<Breakdown>	
<u>Waseda University</u>	
2024 (to be completed in 2026): 2 fellows	2025 (to be completed in 2027): 2 fellows
2026 (to be completed in 2028): 2 fellows	2027 (to be completed in 2029): 2 fellows
<u>Rikkyo University</u>	
2024 (to be completed in 2026): 2 fellows	2025 (to be completed in 2027): 2 fellows
2026 (to be completed in 2028): 2 fellows	2027 (to be completed in 2029): 2 fellows

Hiroshima University

2024 (to be completed in 2026): 2 fellows

2025 (to be completed in 2027): 2 fellows

2026 (to be completed in 2028): 2 fellows

2027 (to be completed in 2029): 2 fellows

(7) Input from Nepal

- 1) Dispatch of selected JDS fellows
- 2) Monitoring
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

All applicants must:

- 1) Work experience, etc.
 - At least 3 years of work experience in Civil Service at the time of application.
- 2) Other requirements
 - Nepali nationals
 - Between the ages of 25 and 40 (both inclusive) as of April 1st, 2024.
 - Having a Bachelor's degree.
 - Gazetted civil servants governed by Civil Service Act of Nepal, currently employed in all ministries, all agencies under ministries, all constitutional bodies or all other institutions and authorities, and all courts, or civil servants (Level 7 and above) originally recruited by the federal government and deputed/adjusted to 7 provincial and 753 local governments.
 - Having a strong will to work for the development of Nepal after their return home.
 - Being in good health.
 - Having English language proficiency sufficiently fluent for studying in Japan.
 - Not serving in the military.
 - Not previously acquired a master's degree after studying abroad on a scholarship awarded by the Government of Nepal or any other development partners.
 - Not currently receiving, or planning to receive, another scholarship through assistance from the Government of Nepal or any other development partners.

2-1 Development of Human Resource and Administrative Capacity of Civil Servants

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

Basic Information on Priority Area (sub-program):

- 1. Country: Nepal
- 2. Priority Area (sub-program): Governance enhancement and basic framework development for democracy
- 3. Operating Committee: Ministry of Finance, Ministry of Federal Affairs and General Administration, Ministry of Foreign Affairs, Embassy of Japan in Nepal, and JICA Nepal Office

Individual Table 1

1. Overview of sub-programs/components

(1) Basic Information

- 1. Priority Area (sub-program): Governance enhancement and basic framework development for democracy
- 2. Development Issue (component): Development of Human Resource and Administrative Capacity of Civil Servants
- 3. Principal Agency: Ministry of Finance
- 4. Target Organizations: All ministries and agencies

(2) Background and needs (positioning of the project in the development policy of Nepal)

The new constitution enacted on September in 2015 introduced Nepal’s first federal system, establishing a three-tiered system of governance consisting of the federal government, provincial governments, and local governments. Local elections were held in 2017 and 2022 in accordance with this new constitution to elect representatives of the provincial and local governments, finally resolving the long-standing absence of local government in the past. However, the local administrative system is expected to remain in disarray until the above three-tier structure is established. Another issue is the lack of full access to administrative services among the socially vulnerable (e.g., the poor, low caste, ethnic minorities, women, the disabled, and residents of remote areas). Furthermore, the central government has low ownership and an inadequate financial base, and the staff implementing development projects lacks capacity and has low morale. In order to address these problems, there is a need to enhance the capacity of central and local government staff in charge of development projects and increase administrative transparency and citizen participation.

The JDS program will provide support for developing human resources with basic knowledge of administrative finance, human resource management, labor policy at both the central and local levels, policy research on decentralization, and the division of roles between central and local governments.

(3) Japan and JICA’s assistance policy and achievements (including the results of JDS fellows to date)

Japan’s “Country Development Cooperation Policy for Nepal” (September 2021) and “Rolling Plan for Nepal” (September 2021) list as priority areas “Economic growth and poverty reduction” and “Enhancement of governance and democratization” the assistances are provided accordingly.

JICA has been supporting human resource development of the government of Nepal through “Private Sector Development Program”, “Government Administrative Capability Enhancement Program” and “Improvement of Legal and “Legal Support Program” to enable its officials to formulate and implement effective and efficient policies.

In Nepal, the JDS Program began accepting civil servants as the JDS fellows in FY2015. As of October 2022, out of 140 master’s degree fellows and 3 doctoral fellows that have come to Japan, 100 master’s degree fellows returned to Nepal with their master’s degrees. All of the 100 returned fellows continue to work as civil servants and are contributing to solving development issues in Nepal.

There are 30 returned fellows in the target component of sub-program “Development of Human Resource and Administrative Capacity of Civil Servants” of the JDS Program for Nepal.

<Related JICA Project>

Technical Cooperation Project

Project for Improving Local Governance Training through Capacity Enhancement on Research and Analysis

Project on Capacity Development for the implementation of Economic Census 2018 in Nepal” to conduct the first-ever Economic Census of Nepal

Grant Aid

Project for Human Resource Development Scholarship

2. Cooperation Framework

(1) Project Objective

The purpose of this project is to foster young administrative officials who are expected to play a future role in the social and economic development of their country through the acquisition of a degree (master’s degree) at a graduate school in Japan. The project will also contribute to strengthening the partnership between the two countries in the future through the building of human networks.

(2) Project Design

1) Overall Goal

The capacity of relevant administrative agencies for policy making will be improved through human resource development in this project.

2) Project Purpose

By supporting young civil servants who can play an active role in the core of the Nepalese government to obtain a master's or doctor's degree from a Japanese graduate school, we will seek to develop human resources for solving Nepal's development issues and build a human network between the governments of Japan and Nepal, thereby contributing to solving Nepal's development issues and strengthening bilateral relations in the area of human resources.

(3) Verifiable Indicators

1) Acquisition of master's and doctor's degrees by returned JDS fellows

2) Improvement of analytical, policymaking, and project operation management skills of returned JDS fellows

3) Contribution to planning and policy-making by returned fellows

4) Strengthening the functions of assigned institutions through the leadership of returned fellows

5) Development of female civil servants that can exercise leadership in problem-solving

6) Establishment of friendship and goodwill between Japan and Nepal

7) Strengthening of international intellectual networks

(4) Number of fellows and accepting universities

• Meiji University, Graduate School of Governance Studies (English Track Program)

2 fellows / year, Total 8 fellows / 4 years

• Yamaguchi University, Graduate School of Economics

2 fellows / year, Total 8 fellows / 4 years

• International University of Japan, Graduate School of International Relations

2 fellows / year, Total 8 fellows / 4 years

(5) Activities

1) Meiji University, Graduate School of Governance Studies (English Track Program)

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
	Nothing in particular
② While studying in Japan	
Strengthening of broader knowledge, vision, discernment, and advanced analytical and assessment skills	• Through public policy studies, seek to develop both theoretical and practical knowledge for creating public policies based on the evidence on a wide range of current issues, both domestic and international, and its analysis as well as for policy evaluation and implementation for effective policy-making.

	<ul style="list-style-type: none"> • This Program will cultivate necessary policy-making skills that allows objective analysis from global and historical perspectives as well as facilitate the learning of effective, equitable and transparent administrative management from the Japanese civil service and capacity building systems. • Fieldworks and case study methods will be used in many courses for skill developments. Professional ethics as public servants and prevention of corruption will also be taught based on Japanese practical experience.
Deepening knowledge of specialized field and improvement of analytical skills	<ul style="list-style-type: none"> • The target area is both global and local, and with “Public Policy”, “International Development Policy” and “Community Planning and Management” at the core, 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. • The students are to select one of the three programs suitable for the objective. In the “Public Policy program”, the students will learn the subject based on the process of public policy from identifying issues to formulating, implementing, and evaluating policy options. The “International Development Policy program” is 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. The “Community Planning and Management program” is organized around the process of making, implementing, and evaluating policies for resolving global issues from local perspectives.
Acquirement of practical knowledge and skills	The special program offers <u>Workshops</u> , which are specially designed for learning about approaches to reading academic literature and writing thesis in English, <u>Lectures</u> for assisting thesis writing, <u>Social research methods</u> , <u>Academic writing skills</u> , <u>Special lectures</u> by distinguished scholars and professionals from within Japan and overseas, <u>Joint multi-lingual (English and Japanese) courses</u> (two courses per year) for fostering exchange between Japanese and international students, <u>Fieldwork</u> (site visit) opportunities and <u>Thesis workshop</u> .
③ After returning home	
Follow-up activities	<ul style="list-style-type: none"> • “Governance All Alumni assembly” will be held once in a year through online where special lectures by the professors and mutual exchanging among alumni are conducted. • The special program scheme will provide support for establishing networks after repatriation and a follow-up seminar will be held.

2) Yamaguchi University, Graduate School of Economics/ Public Administration Program

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
Preparation towards the research study in Japan	Pre-departure seminar for smooth thesis instruction
② While studying in Japan	
Acquirement of practical knowledge	The curriculum is programmed to facilitate systematic and balanced learning of the principles and application of public management, analysis of individual development issue and to strengthen the capacity for resolving problems. The aim of the curriculum is to acquire necessary practical knowledge for administrative management, knowledge of economics and economic policies necessary for economic development, knowledge for effective policy planning and implementation to resolve issues and policy coordination, and financial policy knowledge necessary to secure a financial basis.
Acquirement of field knowledge and techniques	<ul style="list-style-type: none"> • Under the special program scheme, activities and programs to improve the knowledge through practical cases will be organized. (It includes a visit to the central governmental agencies associated with the thesis field of the JDS fellow students, lectures, a study trip to observe cases of revitalization of provincial towns, visits to prefectural and municipal government offices to gain firsthand knowledge on regional administration, invitation of lecturers from the prefectural and municipal governments to learn about the policies of the local government, invitation of special lecturers to learn about the cases of public policies and public administration, etc.) • Opportunities for strengthening the academic skills (supplementary classes for English language, the thesis checked by a native speaker, supplementary class for mathematics, intermediate presentation of the master's thesis at the Nepal Administrative Staff College (NASC), etc.) will be provided.
③ After returning home	
Follow-up activity	Using the opportunities of pre-departure seminar and interim presentation of master's thesis, we will be able to invite graduates and give lectures on the challenges they face after graduation and get comments on students' master's thesis from more practical viewpoint.

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

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
Training before enrollment	To prepare new enrollees for master-level education, short courses on basic topics such as mathematics, statistics, and research methodology will be offered in scholars' countries in the summer or in Japan after their arrival prior to enrollment.
② While studying in Japan	
Acquirement of administrative management skills and political analysis techniques.	<ul style="list-style-type: none"> • All scholars must complete 8 required courses, including Public Administration, Managing Public Organizations, Introduction for Policy Analysis, Public Policy Process, Public Finance and Budgeting, Microeconomics, Statistical Methods, and Applied Econometrics. These courses offer fundamental knowledge and skills required for understanding public management and policy analysis. And from the elective courses, the students will master the leading-edge administrative management skills such as Political Institutions and Governance, Public Human Resource Management, Introduction to Electronic Government, Public Private Partnership, and Research Methods. • Students receive close supervision by faculty members and scholars when writing a thesis/report.
Improvement of thesis/report writing skills	<ul style="list-style-type: none"> • Working on a thesis or research report gives scholars opportunities to acquire key research skills, including how to formulate a relevant research question, analyze managerial and/or policy issues, build arguments and hypotheses, and rigorously evaluate hypotheses. • In the process of writing the master's thesis or research paper, the students are expected to participate in the research orientation seminar to receive guidance from the advisory professor. At the end of the last term, an oral examination will be held and the contents of the thesis or research paper will be evaluated.
Acquirement of practical knowledge	Prominent guest speakers will be invited from various public and private organizations such as other universities within and outside Japan and foreign governments to discuss case studies and examples of policy implementation. Furthermore, this Program organizes field trips to government organizations and private companies in Japan.
③ After returning home	
Follow-up activity	Graduate School of International Relations will provide JDS scholars with follow-up training after graduation with the aim of continuously improving their knowledge and skills. Specifically, we will organize joint seminars led by an IUJ faculty member, with incoming students and graduates. Joint research projects between graduates and faculty members will also be encouraged. Depending on the situation of the coronavirus disease pandemic, online Zoom meetings and seminars will be held.

(6)-1 Input from the Japanese side

- 1) Expenses for special activities incurred by host university prior to, after, and during the study abroad program (including activities in Nepal such as self-guidance, special lectures and workshops, and follow-up after returning home)
- 2) Expenses related to study in Japan. (travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support while studying in Japan (monitoring, various types of living support, etc.)

(6)-2 Input duration and number of fellows

1 batch (Master's fellows): 6 fellows × 4 years = 24 fellows

<Breakdown>

Meiji University

2024 (to be completed in 2026): 2 fellows	2025 (to be completed in 2027): 2 fellows
2026 (to be completed in 2028): 2 fellows	2027 (to be completed in 2029): 2 fellows

Yamaguchi University

2024 (to be completed in 2026): 2 fellows	2025 (to be completed in 2027): 2 fellows
2026 (to be completed in 2028): 2 fellows	2027 (to be completed in 2029): 2 fellows

International University of Japan

2024 (to be completed in 2026): 2 fellows	2025 (to be completed in 2027): 2 fellows
2026 (to be completed in 2028): 2 fellows	2027 (to be completed in 2029): 2 fellows

(7) Input from Nepal

- 1) Dispatch of selected JDS fellows
- 2) Monitoring
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

All applicants must:

- 1) Work experience, etc.
 - At least 3 years of work experience in Civil Service at the time of application.
- 2) Other requirements
 - Nepali nationals
 - Between the ages of 25 and 40 (both inclusive) as of April 1st, 2024.
 - Having a Bachelor's degree.
 - Gazetted civil servants governed by the Civil Service Act of Nepal, currently employed in all ministries, all agencies under ministries, all constitutional bodies or all other institutions and authorities, and all courts, or civil servants (Level 7 and above) originally recruited by the federal government and deputed/adjusted to 7 provincial and 753 local governments.

- Having a strong will to work for the development of Nepal after their return home.
- Being in good health.
- Having English language proficiency sufficiently fluent for studying in Japan.
- Not serving in the military.
- Not previously acquired a master's degree after studying abroad on a scholarship awarded by the Government of Nepal or any other development partners.
- Not currently receiving, or planning to receive, another scholarship through assistance from the Government of Nepal or any other development partners.

2-2 Building of International Relations

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

Basic Information on Priority Area (sub-program):

- 1. Country: Nepal
- 2. Priority Area (sub-program): Governance enhancement and basic framework development for democracy
- 3. Operating Committee: Ministry of Finance, Ministry of Federal Affairs and General Administration, Ministry of Foreign Affairs, Embassy of Japan in Nepal, JICA Nepal Office

Individual Table 1

1. Overview of sub-programs/components

(1) Basic Information

- 1. Priority Area (sub-program): Governance enhancement and basic framework development for democracy
- 2. Development Issue (component): Building of International Relations
- 3. Principal Agency: Ministry of Finance
- 4. Target Organizations: All ministries and agencies

(2) Background and needs (positioning of the project in the development policy of Nepal)

Nepal is strongly influenced by countries of South Asia (India in particular) and China in all aspects of politics, trade, industry, and culture. The establishment of good and strategic international relations are essential for the stability and sustainable development of the country. It is extremely important for the stable growth of the country to develop and implement measures to build a win-win relationship that does not disadvantage Nepal.

The JDS program will develop human resources who can build good relations with the countries concerned in a way that contributes to Nepal’s development, while at the same time formulating and implementing foreign policy in line with the ever-changing international situation, as well as policies and strategies for dealing with geopolitical and international issues.

(3) Japan and JICA’s assistance policy and achievements (including the results of JDS fellows to date)

Japan’s “Country Development Cooperation Policy for Nepal” (September 2021) and “Rolling Plan for Nepal” (September 2021) list as priority areas “Economic growth and poverty reduction” and “Enhancement of governance and democratization” the assistances are provided accordingly.

JICA has been supporting the human resource development of the government of Nepal through the “Private Sector Development Program”, “Government Administrative Capability Enhancement Program” and “Legal Support Program” to enable its officials to formulate and implement effective and efficient policies.

In Nepal, the JDS Program began accepting civil servants as JDS fellows in FY2015. As of October 2022, out of 140 master’s degree fellows and 3 doctoral fellows that have come to Japan, 100 master’s degree fellows returned to Nepal with their master’s degrees. All of the 100 returned fellows continue to work as civil servants and are contributing to solving development issues in Nepal.

There are 14 returned fellows in the target component of the sub-program “Improvement of Legal and Judicial System” of the JDS Program for Nepal.

<Related JICA Project>

Grant Aid

Project for Human Resource Development Scholarship

Expert

Foreign Investment Advisor

Public Policy Implementation Enhancement Advisor

Capacity Enhancement of Human Resources in the Judicial Sector

2. Cooperation Framework

(1) Project Objective

The purpose of this project is to foster young administrative officials who are expected to play a future role in the social and economic development of their country through the acquisition of a degree (master’s degree) at a graduate school in Japan. The project will also contribute to strengthening the partnership between the two countries in the future through the building of human networks.

(2) Project Design

1) Overall Goals

The capacity of relevant administrative agencies for policy-making will be improved through human resource development in this project.

2) Project Purpose

By supporting young civil servants who can play an active role in the core of the Nepalese government to obtain a master’s or doctor’s degree from a Japanese graduate school, we will seek to develop human resources for solving Nepal’s development issues and build a human network between the governments of Japan and Nepal, thereby contributing to solving Nepal’s development issues and strengthening bilateral relations in the area of human resources.

(3) Verifiable Indicators

- 1) Acquisition of master's and doctor's degrees by returned JDS fellows
- 2) Improvement of analytical, policymaking, and project operation management skills of returned JDS fellows
- 3) Contribution to planning and policy-making by returned fellows
- 4) Strengthening the functions of assigned institutions through the leadership of returned fellows
- 5) Development of female civil servants that can exercise leadership in problem-solving
- 6) Establishment of friendship and goodwill between Japan and Nepal
- 7) Strengthening of international intellectual networks

(4) Number of fellows and accepting universities

- Ritsumeikan University, Graduate School of International Relations
2 fellows / year, Total 8 fellows / 4 years
- Hiroshima University, Graduate School of Humanities and Social Sciences
2 fellows / year, Total 8 fellows / 4 years

(5) Activities

1) Ritsumeikan University, Graduate School of International Relations

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
Support prior to enrollment	Before they travel to Japan, faculty supervisors are assigned to JDS fellows based on their research topics. Fellows are in contact with their supervisors via email and other means to allow for a smooth transition to life and study in Japan. Supervisors also introduce them to academic papers and texts on international relations and encourage them to begin studying before their arrival.
② While studying in Japan	
Improve planning ability for policy making and action plan	<ul style="list-style-type: none"> • Enhance policy planning capability for building multifaceted security and foreign relations through the study of theories of international politics, foreign policies of Japan and other Asian countries, international law and international organizations. • Foster capability to draw up action plans necessary for the entrenchment of democracy in Nepal by studying the constitution and peace, economic and social development policies, administrative systems, and democratization and political system building in the ASEAN countries. • Acquire knowledge necessary for drawing up economic and industrial development policies in such areas as Nepal's industrial structure, comparative advantage analysis, the attraction of foreign investment, and infrastructure planning by studying theories of international trade and investment, development finance, development strategy, and environmental policies. • Deepen understanding of the importance of maintaining peace and a democratic regime and division of roles between the market and the government by studying trends in regional economic integration and liberalization.

	<ul style="list-style-type: none"> • Improve ability to identify development issues, analyze problems, and formulate policies to resolve issues through the study program, culminating in the writing of a master's thesis in English. • The study of economic subjects nurtures the ability for demonstrative analysis and evaluation necessary for poverty reduction and sustainable development policies
<p>Strengthening research ability</p>	<ul style="list-style-type: none"> • Fellows study theories forming the foundation of a broad range of areas in the study of international relations, and further deepen their studies in diverse specialized areas. • The study of social statistics necessary for policy evaluation, peace and international organizations, comparative study of Asian politics (democratization process, Southeast Asian and South Asian regional integration) enables fellows to acquire a knowledge base strongly focused on the entrenchment of democracy. • Through practical learning from former officials of the Japanese Ministry of Foreign Affairs and international organizations, fellows foster knowledge of security and foreign policies and the administrative capabilities required of government officials.
	<ul style="list-style-type: none"> • Through field studies in Ayabe City, Kyoto Prefecture, including visits to local government authorities (city hall) and production sites for traditional local industries, JDS fellows learn about Japan's experience relevant to economic development utilizing their own country's latent resources. • A series of classes (including seminars and onsite experiences) on administrative management is conducted in partnership with the city of Kyoto. This allows JDS fellows to understand democratic local self-government systems responsive to the expectations of local citizens. • JDS fellows participate in JDS Industrial Promotion Management Training, a joint project between the Graduate School, private companies, and other organizations. This training consists of lectures on topics such as management principles of Japanese companies, Japanese-style manufacturing, and business support systems, as well as production site visits and opportunities to make presentations. Participants learn about initiatives toward the strengthening of the private sector both in theory and in practice. • Internships are provided on the theme of solving problems on economic vitalization policies. The program is modeled on Japan's local public administration and aims to promote small and medium-sized enterprises exports. • JDS fellows study PCM methods by participating in lectures by invited experts on policy planning and evaluation. This enables JDS fellows to compare issues in Japan and their home country and develop their policy planning capability by improving their practical skills to investigate, analyze, and solve problems. • Training to improve proficiency in academic English.

③ After returning home	
Program to invite JDS alumni to provide feedback on study in Japan experience	<ul style="list-style-type: none"> • University will invite JDS alumni who studied at the Graduate School in previous years to participate in current JDS fellows' research-in-progress report sessions. By gaining insights on how the alumni utilized their learning experience in Japan after returning home, current fellows can clarify not only their research, but also their future career plan. • University will conduct seminars and discussion meetings with JDS alumni to build platforms for alumni to maintain their networks with the Graduate School and as part of the post-completion follow-up program.

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

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
Prepare for research	Before coming to Japan, supervisors are also available for research consultations as a preparatory step.
② While studying in Japan	
Acquire basic knowledge and understanding of international relations, diplomacy and public policy	This Program offers a wide range of subjects relevant to international relations, such as “International Politics I and II”, “International Security I and II”, “Area Studies”, and “Law and Human Rights”.
Acquire practical skills concerning diplomatic and administrative practice.	<ul style="list-style-type: none"> • Through cooperation with the government of Hiroshima Prefecture, students will have an opportunity of internship at the prefectural government office. It will enable them to learn the actual administrative practice in the Japanese local government, thereby making it possible to compare the ways of administration in Japan and Nepal. (*In case that the internship cannot be carried out depending on various reasons, online seminar etc. will be held in order to broaden knowledge.) • The course “United Nations Peace Missions” has a module dedicated to Nepal’s post-conflict peacebuilding process. Students will engage in a simulated Model United Nations by taking on the role of their country’s delegate in deliberating UN resolutions.
Examine solutions to issues by writing a thesis.	To provide multiple perspectives crucial to their research topics, the Program nominates a main academic supervisor and two sub-advisors for each student.
③ After returning home	
Utilization of study results	This program holds regular online seminars, inviting internal and external researchers and practitioners to share their experiences. Former international students will be able to participate in these seminars based on their field of expertise. They also can present their experiences in foreign policy and diplomacy as part of these seminars.

(6)-1 Input from the Japanese side

- 1) Expenses for special activities incurred by the accepting universities before, after, and during the study abroad program (including activities in Nepal such as self-guidance, special lectures and workshops, and follow-up after returning home)
- 2) Expenses related to studying in Japan. (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support while studying in Japan (monitoring, various types of living support, etc.)

(6)-2 Input duration and number of fellows

1 batch (Master's fellows): 4 fellows × 4 years = 16 fellows

<Breakdown>

Ritsumeikan University

2024 (to be completed in 2026): 2 fellows 2025 (to be completed in 2027): 2 fellows
2026 (to be completed in 2028): 2 fellows 2027 (to be completed in 2029): 2 fellows

Hiroshima University

2024 (to be completed in 2026): 2 fellows 2025 (to be completed in 2027): 2 fellows
2026 (to be completed in 2028): 2 fellows 2027 (to be completed in 2029): 2 fellows

(7) Input from Nepal

- 1) Dispatch of selected JDS fellows
- 2) Monitoring
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

All applicants must:

- 1) Work experience, etc.
 - At least 3 years of work experience in Civil Service at the time of application.
- 2) Other requirements
 - Nepali nationals
 - Between the ages of 25 and 40 (both inclusive) as of April 1st, 2024.
 - Having a Bachelor's degree.
 - Gazetted civil servants governed by the Civil Service Act of Nepal, currently employed in all ministries, all agencies under ministries, all constitutional bodies or all other institutions and authorities, and all courts, or civil servants (Level 7 and above) originally recruited by the federal government and deputed/adjusted to 7 provincial and 753 local governments.
 - Having a strong will to work for the development of Nepal after their return home.
 - Being in good health.
 - Having English language proficiency sufficiently fluent for studying in Japan.
 - Not serving in the military.

- Not previously acquired a master's degree after studying abroad on a scholarship awarded by the Government of Nepal or any other development partners.
- Not currently receiving, or planning to receive, another scholarship through assistance from the Government of Nepal or any other development partners.

2-3 Improvement of Legal and Judicial System

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

Basic Information on Priority Area (sub-program):

- 1. Country: Nepal
- 2. Priority Area (sub-program): Governance enhancement and basic framework development for democracy
- 3. Operating Committee: Ministry of Finance, Ministry of Federal Affairs and General Administration, Ministry of Foreign Affairs, Embassy of Japan in Nepal, and JICA Nepal Office

Individual Table 1

1. Overview of sub-programs/components

(1) Basic Information

- 1. Priority Area (sub-program): Governance enhancement and basic framework development for democracy
- 2. Development Issue (component): Improvement of Legal and Judicial System
- 3. Principal Agency: Ministry of Finance
- 4. Target Organizations: All ministries and agencies

(2) Background and needs (positioning of the project in the development policy of Nepal)

The new constitution enacted in September 2015 introduced Nepal’s first federal system, establishing a three-tiered system of governance consisting of the federal government, provincial governments, and local governments. The creation of a nation through democratic processes by promoting basic laws such as civil law and relevant laws at federal, provincial, and local levels is essential for sustainable economic development, and the support needs to be provided through human resource development. The JDS program will develop human resources capable of (1) developing the basic laws that form the foundation of the nation (civil and criminal laws and their equivalents) and (2) developing commercial law, company law, bankruptcy law, and trade and investment laws that will contribute to the expansion of investment and the ensuing economic development.

(3) Japan and JICA’s assistance policy and achievements (including the results of JDS fellows to date)

Japan’s “Country Development Cooperation Policy for Nepal” (September 2021) and “Rolling Plan for Nepal” (September 2021) list as priority areas “Economic growth and poverty reduction” and “Enhancement of governance and democratization” the assistances are provided accordingly.

JICA has been supporting the human resource development of the government of Nepal through the “Private Sector Development Program”, “Government Administrative Capability Enhancement Program” and “Legal Support Program” to enable its officials to formulate and implement effective and efficient policies.

In Nepal, the JDS Program began accepting civil servants as the JDS fellows in FY2015. As of October 2022, out of 140 master’s degree fellows and 3 doctoral fellows that have come to Japan, 100 master’s degree fellows returned to Nepal with their master’s degrees. All of the 100 returned fellows continue to work as civil servants and are contributing to solving development issues in Nepal.

There are 10 returned fellows in the target component of sub-program “Improvement of Legal and Judicial System” of the JDS Program for Nepal.

<Related JICA Project>

Technical Cooperation Project

Strengthening Community Mediation Capacity for Peaceful and Harmonious Society
Project Phase 2

Project for Strengthening the Capacity of Court for Expeditious and Reliable Dispute
Settlement

Grant Aid

Project for Human Resource Development Scholarship

Expert

Capacity Enhancement of Human Resources in the Judicial Sector

Country-focused Training

Capacity Enhancement of Human Resources in the Legal Sector

2. Cooperation Framework

(1) Project Objective

The purpose of this project is to foster young administrative officials who are expected to play a future role in the social and economic development of their country through the acquisition of a degree (master’s degree) at a graduate school in Japan. The project will also contribute to strengthening the partnership between the two countries in the future through the building of human networks.

(2) Project Design

<p>1) Overall Goals The capacity of relevant administrative agencies for policy-making will be improved through human resource development in this project.</p> <p>2) Project Purpose By supporting young civil servants who can play an active role in the core of the Nepalese government to obtain a master’s or doctor’s degree from a Japanese graduate school, we will seek to develop human resources for solving Nepal’s development issues and build a human network between the governments of Japan and Nepal, thereby contributing to solving Nepal’s development issues and strengthening bilateral relations in the area of human resources.</p>
--

(3) Verifiable Indicators

<ol style="list-style-type: none"> 1) Acquisition of master’s and doctor’s degrees by returned JDS fellows 2) Improvement of analytical, policymaking, and project operation management skills of returned JDS fellows 3) Contribution to planning and policy-making by returned fellows 4) Strengthening the functions of assigned institutions through the leadership of returned fellows 5) Development of female civil servants that can exercise leadership in problem-solving 6) Establishment of friendship and goodwill between Japan and Nepal 7) Strengthening of international intellectual networks
--

(4) Number of fellows and accepting universities

<ul style="list-style-type: none"> • Kyushu University, Graduate School of Law 2 fellows / year, Total 8 fellows / 4 years • Keio University, Law School 2 fellows / year, Total 8 fellows / 4 years
--

(5) Activities

1) Kyushu University, Graduate School of Law

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	Nothing in particular.
② While studying in Japan	
Providing advanced knowledge	This program will provide advanced knowledge based on the experience of Japan and other developed countries, as well as international standards.
Adopting a “problem-solving” approach by balancing theoretical and practical approaches to learning	<ul style="list-style-type: none"> • A series of intensive courses by distinguished scholars or practitioners in the fields of the research topics of JDS students. • Intensive training will be offered to practice the skills of making a presentation & debate in English.

	<ul style="list-style-type: none"> • JDS Special lectures will be offered by practitioners or our alumni for the JDS students. • Practical education by actively attending domestic conference, Moot Competition, Gashuku (Field trips), etc will be offered. • Before submitting the thesis, students will be provided with an English language check of their whole thesis by native speakers.
③ After returning home	
Building an efficient and long-term JDS Alumni Network	University has been building an information-sharing-system, to share the information with ex-JDS students, such as LL.M. theses of former and current JDS students, presentation PPTs, photos and other JDS-related information which were kept in our Google Drive (so that our ex-JDS students can access any time they want), and University also keeps providing JDS information to our ex-JDS students by SNS, for example, Facebook.

2) Keio University, Law School

Target	Contents/ Programs to achieve the target
① Before arriving in Japan	
	Nothing in particular
② While studying in Japan	
Acquire diverse knowledge and understanding of global legal matters	The LL.M. course provides various law programs, which are specialized in: the business law; the international dispute resolution law; Japanese law; the Asian law, the law and development in Asia; the international law and the intellectual property law for students. These programs will contribute to the Nepali Government's legal policy which considers the efficient judicial process, establishment of efficient business law and the intellectual property law system, as urgent matter for the promotion of business investment in Nepal.
Focusing on their study in a particular legal field and enable to acquire deepen knowledge and analysis.	LL.M. course provides certification in 5 specialized law fields: the business law; the international dispute resolution; 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 Nepal by using their specialized knowledge. Especially, the certificate in the field of business law, law and development in Asia and intellectual property law will contribute to fostering of legal professions who can work on development issues, which Nepali legal system is facing now.
Skill acquisition from internships	Internships at a wide range of law firms, companies, and international organizations allow KLS students to apply and add to their knowledge
③ After returning home	
JDS network	JDS alumni share their study experiences and lives in Japan to other new JDS fellows.

(6)-1 Input from the Japanese side

- 1) Expenses for special activities incurred by the accepting universities before, after, and during the study abroad program (including activities in Nepal such as self-guidance, special lectures and workshops, and follow-up after returning home)
- 2) Expenses related to studying in Japan. (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support while studying in Japan (monitoring, various types of living support, etc.)

(6)-2 Input duration and number of fellows

1 batch (Master's fellows): 4 fellows × 4 years = 16 fellows

<Breakdown>

Kyushu University

2024 (to be completed in 2026): 2 fellows 2025 (to be completed in 2027): 2 fellows

2026 (to be completed in 2028): 2 fellows 2027 (to be completed in 2029): 2 fellows

Keio University

2024 (to be completed in 2026): 2 fellows 2025 (to be completed in 2027): 2 fellows

2026 (to be completed in 2028): 2 fellows 2027 (to be completed in 2029): 2 fellows

(7) Input from Nepal

- 1) Dispatch of selected JDS fellows
- 2) Monitoring
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

All applicants must:

- 1) Work experience, etc.
 - At least 3 years of work experience in Civil Service at the time of application.
- 2) Other requirements
 - Nepali nationals
 - Between the ages of 25 and 40 (both inclusive) as of April 1st, 2024.
 - Having a Bachelor's degree in Law.
 - Gazetted civil servants governed by the Civil Service Act of Nepal, currently employed in all ministries, all agencies under ministries, all constitutional bodies or all other institutions and authorities, and all courts, or civil servants (Level 7 and above) originally recruited by the federal government and deputed/adjusted to 7 provincial and 753 local governments.
 - Having a strong will to work for the development of Nepal after their return home.
 - Being in good health.
 - Having English language proficiency sufficiently fluent for studying in Japan.
 - Not serving in the military.

- Not previously acquired a master's degree after studying abroad on a scholarship awarded by the Government of Nepal or any other development partners.
- Not currently receiving, or planning to receive, another scholarship through assistance from the Government of Nepal or any other development partners.

Annex 7. Other Reference Materials for the Preparatory Survey

7-1 Number of Applicants and Components' Ratio

Phase 2 Number of Applicants and Components' Ratio

Year		2019		2020		2021		2022		Average	
Component	Quota	No of Applicants	Ratio	No of Applicants	Ratio	No of Applicants	Ratio	No of Applicants	Ratio	No of Applicants	Ratio
1-1. Economic policy	5	31	6.2	50	10.0	21	4.2	23	4.6	31.3	6.3
1-2. Industrial development policy	3	16	5.3	31	10.3	16	5.3	7	2.3	17.5	5.8
1-3. Infrastructure development	2	11	5.5	18	9.0	16	8.0	9	4.5	13.5	6.8
2-1. Development of human resource and administrative capacity of civil servants	6	56	9.3	84	14.0	53	8.8	52	8.7	61.3	10.2
2-2. Building of international relations	2	18	9.0	17	8.5	14	7.0	11	5.5	15.0	7.5
2-3. Improvement for legal and judicial system	2	25	12.5	25	12.5	16	8.0	15	7.5	20.3	10.1
Master's Program Total	20	157	7.9	225	11.3	136	6.8	117	5.9	158.8	7.9
Doctoral Program Total	2	11	5.5	9	4.5	6	3.0	-	-	8.7	4.3

A-60

Number of Applicants and Components' Ratio for Phase 3 estimated from the Phase 2 Record

Year		2019		2020		2021		2022		Average	
Component	Quota	No of Applicants	Ratio	No of Applicants	Ratio	No of Applicants	Ratio	No of Applicants	Ratio	No of Applicants	Ratio
1-1. Fascial Policy, Economic Policy	6	47	7.8	81	13.5	37	6.2	30	5.0	49	8.1
2-1. Development of human resource and administrative capacity of civil servants	6	56	9.3	84	14.0	53	8.8	52	8.7	61	10.2
2-2. Building of international relations	4	18	4.5	17	4.3	14	3.5	11	2.8	15	3.8
2-3. Improvement for legal and judicial system	4	25	6.25	25	6.3	16	4.0	15	3.8	20	5.1
Master's Program Total	20	146	7.3	207	10.4	120	6.0	108	5.4	145	7.3
Doctoral Program Total	2	10	5.0	7	3.5	5	2.5	-	-	7.3	3.7

7-2 Accepting Universities of Scholarship Program by Other Countries

Korea: Field of Study and Accepting Universities

Field of Study	University	QS World University Ranking 2023
Public Management and Public Sector Reform	Seoul National University	29
Urban and Regional Development	University of Seoul	800-1000
Finance and Tax Policy	Korea University	74
Local Administration	Sungkyunkwan University	99
Trade and Industrial Policy for Sustainable and Inclusive Growth	Korea Development Institute	-
Smart City	Sungkyoukwan University	99
E-Government	Yonsei University	73
Economic Development	Korea Development Institute	-
Capacity Building for SDGs	Seoul National University	29
Civil Society Leadership	Ajou University	488
Health Policy and Financing	Yonsei University	73
Agricultural Economics	Kangwon National University	
Agricultural Productivity	Kyungpock National University	1001-1200
High Value-adds Agriculture	Kyungpock National University	501-510
Gender and Rural Community Development	Yonsei University	501-510
Global Fisheries Development	Pukyong National University	73
ICT Techno-policy	Soongsil University	-
Techno-Entrepreneurship Competency Based on ICT Convergence	Handong Global University	1201-1400
Energy Science and Policy	Ajou University	-
Gender Development	Seoul National University	488
Global Education Leadership	Korea National University of Education	29
Aviation Management	Korea Aerospace University	-

Source: KOICA Scholarship Program Application Guidelines (2022)

China: Field of Study and Accepting Universities

No.	Program (Starting 9/1/2022)	University	Duration (Year)	QS World University Ranking 2023
1	Master of Public Administration (National Development)	Peking University	1	12
2	Master Program in Public Policy	Peking University	1	12
3	Master of Business Administration	Beijing Normal University	1	262
4	International Executive Master of Business Administration	University of International Business and Economics	1	1201-1400
5	Master of Finance	East China Normal University	1	541-550
6	Master of Public Diplomacy	Jilin University	1	497
7	International Master of Public Administration	Tsinghua University	1	14
8	Master Program of International Relations	China Foreign Affairs University	1	-
9	Master of International Communication	Communication University of China	1	-
10	Master of Public Administration in Chinese Governance	Sun Yat-sen University	1	267
11	Master of Urban and Rural Planning	Beijing Jiaotong University	2	801-1000
12	Master of Program on Traffic and Transportation Engineering	Beijing Jiaotong University	2	801-1000

No.	Program (Starting 9/1/2022)	University	Duration (Year)	QS World University Ranking 2023
13	Master of Forest Economics and Policy	Beijing Jiaotong University	2	801-1000
14	Master of Educational Management	Northeast Normal University	2	
15	Master of Tourism and Hotel Management	Harbin University of Commerce	2	-
16	Master of Industrial Engineering	Hunan University	2	591-600
17	Master of Information and Communication Engineering	Huazhong University of Science and Technology	2	-
18	Master of International Business	Jiangxi University of Finance and Economics	2	-
19	Master of Public Health	Southern Medical University	2	-
20	Master of Fishery Science	Nanjing Agricultural University	2	801-1000
21	Master of Meteorology	Nanjing University of Information Science and Technology	2	-
22	Master of Software Engineering	Nankai University	2	378
23	Master of Public Administration in International Development and Governance	Tsinghua University	2	14
24	Master of Professional Accounting Program	Shanghai University of Science and Technology	2	-
25	Master's Program in Environmental Engineering	Suzhous University of Science and Technology	2	-
26	International Master Program in Environmental Management and Sustainable Development	Tongji University	2	-
27	Master of International Law and Chinese Law	Wuhan University	2	194
28	Master of Electoral Engineering	Yunnan University of Finance & Economics	2	-
29	Master of Traffic and Transportation Engineering	Southwest Jiaotong University	2	-
30	Master of Project Management	Yunnan University of finance & Economics	2	-
31	Master of Comparative Education	Zhejiang Normal University	2	-
32	Master of Management (Rural Development and Management Studies)	China Agricultural University	2	591-600
33	Master of Development and Governance	Renmin University of China	2	-
34	Master of Social Work (Women's Leadership and Social Development)	China Women's University	2	-
35	Master Program of Advanced Nursing Practice & Medical Technology in Developing Countries	Central South University	2	499
36	Master's Degree Program in Transportation Engineering (Rural Transportation Equipment)	Central South University	2	499
37	Doctoral Program of Theoretical Economics (National Development)	Peking University	3	12
38	MOFCOM Scholarship (CSC Program)	China Scholarship Council (CSC)	3	-

Source: MOFCOF Scholarship Notice Letter by MOFAGA (2022)

7-3 Legislation, Policies and Development Plans, etc. Contributed by JDS Returned Fellows

		Adapted Level		
		Federal	Province	Local
Acts				
1	Foreign Investment and Technology Transfer act, 2019	<input type="radio"/>		
2	E-commerce Act	<input type="radio"/>		
3	Vehicle and Transportation Management Act	<input type="radio"/>		
4	National Cyber Security Act	<input type="radio"/>		
5	Regulations of Driving License Examination	<input type="radio"/>	<input type="radio"/>	
6	Higher Education Act of Bagmati Province		<input type="radio"/>	
7	Law drafting for a province		<input type="radio"/>	
Policies				
1	Policy on Fiscal System and Internal Control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	ICT Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Digital Service Tax	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	National Social Security Framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Gender Equality Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Child Labor Elimination Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Trade logistics policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	Export House Procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	Foreign Employment Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	Policy for training for government employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	Legal Aid and Access to Justice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	Public Financial Management Policy	<input type="radio"/>		
13	Policies related to Digital Nepal Acceleration	<input type="radio"/>		
14	Public Records Management and Archives Preservation Policy	<input type="radio"/>		
15	Policy on LP Gas by Electricity for Reducing Trade Deficit	<input type="radio"/>		
16	Local-level capacity development policy	<input type="radio"/>		
17	The policy of Cooperative based Vegetable and Milk Production			<input type="radio"/>
Development Plans				
1	15th Periodic Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Strategic plan for modernization of agriculture and productivity enhancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Comprehensive strategic plan for border settlement and infrastructure development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Master plan for the socioeconomic development of Terai Dalits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operation Procedure Directive, etc.				
1	Export House Procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Operation Procedure Directive (NP domain (Operation and Management) Directive)	<input type="radio"/>		
3	Vulnerability Assessment and Penetration Test (VAPT) (Operation and Management) Directive	<input type="radio"/>		

7-4 Priority Target Organizations Questionnaire Tabulation

	1	2	3	4	5
Target field	Public Finance and Economic	Public Finance and Economic	Public Finance and Economic	Public Finance and Economic	Public Finance and Economic
Name of ministry/institute	Ministry of Finance	Financial Comptroller General Office	Ministry of Agriculture and Livestock Development	Ministry of Culture, Tourism and Civil Aviation	Ministry of Industry, Commerce and Supplies
1. Organization Personnel	1	2	3	4	5
Number of overseas master's degree holders	0-9	10-19	100+	0-9	20-29
Number of overseas doctor's degree holders	1	1	10+	2	10+
Number of both overseas and domestic doctor's degree holders	2	1	10+	2	10+
2. Career Path for Civil Servants	1	2	3	4	5
Do you have a training center within your ministry/institute?	Yes	Yes	Yes	Yes	Yes
If yes, what is the name of training center?	Public Finance Management Training Center	Public Finance Management Training Center	Agriculture Information and Training Centre (AITC)	Nepal Academy of Tourism and Hotel Management	Micro, Cottage and Small Industry Promotion Center
Do you give any training to your officers?	Yes	Yes	Yes	Yes	No
If yes, how long is the training period?	One month	different package. one week to one month	One months and above	One week	
If yes, what are the subjects of the training?	Public Finance and Economic, Public Administration	Public Finance and Economic, Public Administration, Fiscal Procedures and Financial Accountability Law, Public Procurement Law	Public Finance and Economic, Agriculture trade, Project Management, Horticulture development	Mountaineering basics and dining etiquettes	
Did your organization send officers to study at graduate schools abroad with scholarships provided by international development partners other than JICA for the past year?	Yes	Yes	Yes	Yes	Yes
If yes, what is the name of the scholarship?	Australia Awards KOICA Chinese Government	Australia Awards KOICA Chinese Government IMF	Australia Awards KOICA Chinese Government Chevening (UK) Fulbright (USA)	Chevening (UK)	Australia Awards KOICA Chinese Government Chevening (UK) IMF, World Bank German Academic Exchange Service (DAAD)
If yes, what was the study area?	Public Finance and Economic, Public Administration, International Relations	Public Finance and Economic, Public Administration	Public Finance and Economic, Business management, Agricultural Sciences	Public Finance and Economic	Public Finance and Economic, Public Administration, International Relations, Geology, Chemistry, Mining
Which service group officers are the policy makers in your ministry/institutes for the past 5 years?	Administration Service	Administration Service	Administration Service, Agriculture Service, Judicial Service	Administration Service, Engineering Service, Education Service	Administration Service, Engineering Service

3. Needs Regarding Master's Degrees	1	2	3	4	5
Are overseas master's degree holders useful for your ministry for the preparation and implementation of policies of your ministry?	Yes	Yes	Yes	Yes	Yes
Please provide details of the overseas master's degree holders who significantly contribute to the preparation and implementation of your ministry's policy.					
(1) Position	Joint Secretary	Deputy Financial Comptroller General (DFCG)	Senior Agricultural Economist	Air Traffic Controller	
(2) Division/Department	Fiscal Decentralization Division	Public Debt and Investment	Planning, Development Cooperation and Coordination Division	Civil Aviation	
(3) Gender	Male	Male	Male	Male	
(4) County of study	Japan	Japan	Japan	Japan	
(5) Study area	Public policy	Public Finance Management (PFM)	Agricultural Economics	Master's in Business Administration	
(6) Example of contribution	Budget, Customs and Administration	Public Debt management, PFM Reform Strategy, Citizen Engagement in PFM	International trade, Gender development, Human resource development, Production and market management, etc.	Helpful during the annual budgeting of the Civil Aviation Wing	
How many civil servants your ministry wants to send to Japan for the master's study through the JDS program per year from your organization?					
Public Finance and Economic	1	3	10	1	2
Public Administration	1	2	6	1	0
International Relations	0	0	4	1	1
Legal and Judicial	0	0	2	1	0
4. Needs Regarding Doctor's Degrees	1	2	3	4	5
Does your ministry need more PhD holders?	Yes	Yes	Yes	Yes	Yes
If yes, which division/department/institutes do you need PhD Holders?	Fiscal Federalisation , Policy Analysis and Planning and Monitoring	Financial Comptroller General Office (Public Financial Management)	Value chain development, horticulture, livestock development, food security and food safety, etc.	Civil Aviation, Culture, Archaeology, Tourism	All divisions/ departments/ institutes
Are PhD degree holders Yes for your ministry for the preparation and implementation of the policies of your ministry?	Yes	Yes	Yes	Yes	Yes
Please provide details of the overseas doctor's degree holders who significantly contribute to the preparation and implementation of your ministry's policy.					
(1) Position	under secretary			Division Head	
(2) Division/Department	International Economic Cooperation Division			Culture Division	

(3) Gender	Male			Male	
(4) County of study	Japan			Nepal	
(5) Study area	International Aid Management			Museology	
(6) Example of contribution	International Development Cooperation Policy Formulation			contribution on Cultural Policy formulation and implementation	
How many civil servants your ministry wants to send to Japan for the doctor's study through the JDS program per year from your organization?					
Public Finance and Economic	1	1	10	1	1
Public Administration	1	1	5	1	0
International Relations	0	0	6	1	0
Legal and Judicial	0	0	2	1	0
5. Consideration of Japanese-Language Quota System	1	2	3	4	5
Number of estimated JDS scholarship candidates in your ministry who has Japanese Language Proficiency Certificate?	0	0	0	0	0
In your organization, is there any department/ division which Japanese medium master's degree holders can contribute more than English medium master's degree holders?	No	No	No	No	No

	6	7	8	9	10
Target field	Public Finance and Economic	Public Administration	Public Administration	Public Administration	Public Administration
Name of ministry/institute	Office of the Auditor General	Ministry of Federal Affairs and General Administration	Ministry of Health and Population	Ministry of Home Affairs	National Planning Commission
1. Organization Personnel	6	7	8	9	10
Number of overseas master's degree holders	10-19	10-19	20-29	0-9	0-9
Number of overseas doctor's degree holders	1	2	1	1	5
Number of both overseas and domestic doctor's degree holders	1	10+	1	4	6
2. Career Path for Civil Servants	6	7	8	9	10
Do you have a training center within your ministry/institute?	Yes	Yes	No	No	No
If yes, what is the name of training center?	In-house Training Directorate	Local Development Training Academy			
Do you give any training to your officers?	Yes	Yes	Yes	Yes	Yes
If yes, how long is the training period?	Depends on nature of training one day to one week or even longer	One month	One week	One month	Up to 6 months
If yes, what are the subjects of the training?	Public Finance and Economic, auditing, business administration in finance, accounting, public policy	Public Administration	Public Finance and Economic, Public Administration, Legal and Judicial	Public Administration	Public Finance and Economic, Public Administration
Did your organization send officers to study at graduate schools abroad with scholarships provided by international development partners other than JICA for the past year?	Yes	Yes	Yes	Yes	Yes
If yes, what is the name of the scholarship?	Australia Awards KOICA Chinese Government	Australia Awards KOICA Fulbright (USA)	Australia Awards Fulbright (USA)	Australia Awards KOICA Chinese Government	KOICA USA
If yes, what was the study area?	Public Finance and Economic, Auditing, business administration in Finance, Accounting, Public policy	Public Administration	Public Finance and Economic, Medical	Public Finance and Economic, Public Administration	Public Finance and Economic, Public Administration
Which service group officers are the policy makers in your ministry/institutes for the past 5 years?	Audit Service	Administration Service	Administration Service, Miscellaneous Service	Administration Service	Administration Service, Economic Planning and Statistic Service
3. Needs Regarding Master's Degrees	6	7	8	9	10
Are overseas master's degree holders useful for your ministry for the preparation and implementation of policies of your ministry?	Yes	Yes	Yes	Yes	Yes
Please provide details of the overseas master's degree holders who significantly contribute to the preparation and implementation of your ministry's policy.					
(1) Position	Director	Under Secretary		Section Officer	
(2) Division/Department	Directorate of Infrastructure Development	N/A		department of immigration	
(3) Gender	Male	Male		Female	

(4) County of study	Australia	USA		Japan	
(5) Study area	Finance, Accounting.	public policy		public policy and administration	
(6) Example of contribution	Providing service in auditing work	project planning		In the field of inclusion	
How many civil servants your ministry wants to send to Japan for the master's study through the JDS program per year from your organization?					
Public Finance and Economic	3	0	10	0	4
Public Administration	3	10	10	3	1
International Relations	2	0	3	2	1
Legal and Judicial	0	0	4	0	0
4. Needs Regarding Doctor's Degrees	6	7	8	9	10
Does your ministry need more PhD holders?	Yes	Yes	Yes	Yes	Yes
If yes, which division/department/institutes do you need PhD Holders?	Human Resource Management, Public Finance, Public Audit, Public Administration	Public Policy, Federal affairs, Revenue Mobilization	Ministry of Health, Department of Health Services	N/A	all
Are PhD degree holders Yes for your ministry for the preparation and implementation of the policies of your ministry?	Yes	No	Yes	No	Yes
Please provide details of the overseas doctor's degree holders who significantly contribute to the preparation and implementation of your ministry's policy.					
(1) Position					
(2) Division/Department					
(3) Gender					
(4) County of study					
(5) Study area					
(6) Example of contribution					
How many civil servants your ministry wants to send to Japan for the doctor's study through the JDS program per year from your organization?					
Public Finance and Economic	2	0	7	0	2
Public Administration	3	1	5	1	1
International Relations	2	0	3	1	0
Legal and Judicial	0	0	4	0	0
5. Consideration of Japanese-Language Quota System	6	7	8	9	10
Number of estimated JDS scholarship candidates in your ministry who has Japanese Language Proficiency Certificate?	0	0	0	0	0
In your organization, is there any department/ division which Japanese medium master's degree holders can contribute more than English medium master's degree holders?	No	No	No	No	No

	11	12	13	14	15
Target field	Public Administration	Public Administration	International Relations	International Relations	Legal and Judicial
Name of ministry/institute	National Vigilance Center	Office of the Prime Minister and Council of Ministers	Ministry of Foreign Affairs	Ministry of Labor, Employment and Social Security	Commission for the Investigation of abuse of Authority
1. Organization Personnel	11	12	13	14	15
Number of overseas master's degree holders	0-9	0-9	40-49	0-9	0-9
Number of overseas doctor's degree holders	1	1	2	1	1
Number of both overseas and domestic doctor's degree holders	1	1	3	1	1
2. Career Path for Civil Servants	11	12	13	14	15
Do you have a training center within your ministry/institute?	No	N/A	Yes	Yes	No
If yes, what is the name of training center?			Institute of Foreign Affairs	Academy of Vocational Skill Development Bhaisepati, Lalitpur, Butwal, Ihetari	
Do you give any training to your officers?	Yes	N/A	Yes	No	Yes
If yes, how long is the training period?	3 weeks		3 months		One week
If yes, what are the subjects of the training?	Technical Audit	N/A	Public Finance and Economic, Public Administration, International Relations, Legal and Judicial		Public Finance and Economic, International Relations, Legal and Judicial, Investigation related training
Did your organization send officers to study at graduate schools abroad with scholarships provided by international development partners other than JICA for the past year?	Yes	N/A	No	No	Yes
If yes, what is the name of the scholarship?	Chinese Government				Australia Awards KOICA
If yes, what was the study area?	Telecommunication				Public Finance and Economic, Public Administration
Which service group officers are the policy makers in your ministry/institutes for the past 5 years?	Administration Service, Engineering Service, Judicial Service, Miscellaneous Service	N/A	Foreign Service	Administration Service	Administration Service, Engineering Service, Judicial Service
3. Needs Regarding Master's Degrees	11	12	13	14	15
Are overseas master's degree holders useful for your ministry for the preparation and implementation of policies of your ministry?	Yes	N/A	Yes	Yes	Yes
Please provide details of the overseas master's degree holders who significantly contribute to the preparation and implementation of your ministry's policy.					
(1) Position	SDE		Foreign Secretary		Secretary
(2) Division/Department	Technical Audit and Monitoring Division		Ministry of Foreign Affairs		
(3) Gender	Male		Male		Male
(4) County of study	India		UK		Australia
(5) Study area	Engineering		International Relations & Diplomacy		Policy Implementation

(6) Example of contribution	Curriculum Design and Improvement for Technical Auditor Training		Foreign Secretary, Spokesperson (previously)		Governance Reforms and Policy Implementation
How many civil servants your ministry wants to send to Japan for the master's study through the JDS program per year from your organization?					
Public Finance and Economic	2	N/A	0	N/A	2
Public Administration	3	N/A	0	N/A	3
International Relations	0	N/A	1	N/A	3
Legal and Judicial	2	N/A	0	N/A	2
4. Needs Regarding Doctor's Degrees	11	12	13	14	15
Does your ministry need more PhD holders?	Yes	N/A	Yes	Yes	Yes
If yes, which division/department/institutes do you need PhD Holders?	Administration, Planning and Monitoring Division, Policy Making Division Technical Audit and Monitoring Division		All Divisions, Departments	N/A	All of the Division
Are PhD degree holders Yes for your ministry for the preparation and implementation of the policies of your ministry?	Yes	N/A	Yes	N/A	Yes
Please provide details of the overseas doctor's degree holders who significantly contribute to the preparation and implementation of your ministry's policy.					
(1) Position			Ambassador of Nepal to Japan		Secretary
(2) Division/Department			Ambassador of Nepal to Japan		
(3) Gender			Male		Male
(4) County of study			Nepal		Australia
(5) Study area			International Relations		Policy Implementation
(6) Example of contribution			Previously Ambassador to the UK and Northern Ireland, Division Head for General Administration		Overall Governance Sector reform
How many civil servants your ministry wants to send to Japan for the doctor's study through the JDS program per year from your organization?					
Public Finance and Economic	1		0		2
Public Administration	1		0		2
International Relations	0		1		1
Legal and Judicial	0		0		1
5. Consideration of Japanese-Language Quota System	11	12	13	14	15
Number of estimated JDS scholarship candidates in your ministry who has Japanese Language Proficiency Certificate?	0	0	0	0	0
In your organization, is there any department/ division which Japanese medium master's degree holders can contribute more than English medium master's degree holders?	No	No	No	No	No

	16	17	18	19	20
Target field	Legal and Judicial	Legal and Judicial	Legal and Judicial	Legal and Judicial	Legal and Judicial
Name of ministry/institute	Judicial Council Secretariat	Ministry of Law, Justice and Parliamentary Affairs	Nepal Law Commission	Office of the Attorney General	Supreme Court of Nepal
1. Organization Personnel	16	17	18	19	20
Number of overseas master's degree holders	0-9	10-19	0-9	0-9	0-9
Number of overseas doctor's degree holders	1	1	1	1	2
Number of both overseas and domestic doctor's degree holders	1	1	1	1	7
2. Career Path for Civil Servants	16	17	18	19	20
Do you have a training center within your ministry/institute?	Yes	Yes	No	Yes	Yes
If yes, what is the name of training center?	National Judicial Academy	Judicial Service Training Center		Prosecution Training Center	National Judicial Academy
Do you give any training to your officers?	Yes	Yes	No	Yes	Yes
If yes, how long is the training period?	Up to one month	2 or 3 days/One week/2 Weeks/One month		One week to 15 days	One week
If yes, what are the subjects of the training?	Public Administration, Legal and Judicial	Legal and Judicial		Specialization Training like constitutional law, service law, Organized crime, Prosecution, Arbitration, Writ	Legal and Judicial
Did your organization send officers to study at graduate schools abroad with scholarships provided by international development partners other than JICA for the past year?	No	Yes	No	No	Yes
If yes, what is the name of the scholarship?		Australia Awards, The Fletcher school scholarship (US), George Washington University Law School Merit Scholarship			Australia Awards Chinese Government Chevening (UK) Fulbright (USA)
If yes, what was the study area?		Legal and Judicial			Legal and Judicial
Which service group officers are the policy makers in your ministry/institutes for the past 5 years?	Judicial Service	Judicial Service	Judicial Service	Judicial Service	Judicial Service
3. Needs Regarding Master's Degrees	16	17	18	19	20
Are overseas master's degree holders useful for your ministry for the preparation and implementation of policies of your ministry?	Yes	Yes	Yes	Yes	Yes
Please provide details of the overseas master's degree holders who significantly contribute to the preparation and implementation of your ministry's policy.					
(1) Position		Under Secretary		Joint Attorney	Joint Secretary Registrar
(2) Division/Department		Drafting		Office of the Attorney General, Planning Division	Special Court
(3) Gender		Female		Male	Male
(4) County of study		Japan		India	Japan
(5) Study area		Business law		Labour, capital and law	ADR mediation
(6) Example of contribution		Law making process		labour issues dispute, service law reform etc	Policy and execution

How many civil servants your ministry wants to send to Japan for the master's study through the JDS program per year from your organization?					
Public Finance and Economic	0	N/A	N/A	2	0
Public Administration	0	N/A	N/A	2	0
International Relations	0	N/A	N/A	2	0
Legal and Judicial	2	N/A	N/A	3	3
4. Needs Regarding Doctor's Degrees	16	17	18	19	20
Does your ministry need more PhD holders?	Yes	Yes	Yes	Yes	Yes
If yes, which division/department/institutes do you need PhD Holders?	Research and Investigation Division	International law and Treaty Department	Legal Drafting Division	Human resource management division, Commercial and corruption cases division, Criminal and organized crime division.	Case flow management
Are PhD degree holders Yes for your ministry for the preparation and implementation of the policies of your ministry?	No	No	No	Yes	Yes
Please provide details of the overseas doctor's degree holders who significantly contribute to the preparation and implementation of your ministry's policy.					
(1) Position				Deputy Attorney General	Joint Secretary Registrar
(2) Division/Department				Legal opinion and Human Rights monitoring Department	Special Court
(3) Gender				Male	Male
(4) County of study				Korea	
(5) Study area				Cyber policy	
(6) Example of contribution				Cyber law reform and its Implementation	
How many civil servants your ministry wants to send to Japan for the doctor's study through the JDS program per year from your organization?					
Public Finance and Economic	0	0	0	10	0
Public Administration	0	0	0	1	0
International Relations	0	0	0	1	0
Legal and Judicial	1	0	0	2	1
5. Consideration of Japanese-Language Quota System	16	17	18	19	20
Number of estimated JDS scholarship candidates in your ministry who has Japanese Language Proficiency Certificate?	0	0	0	0	0
In your organization, is there any department/ division which Japanese medium master's degree holders can contribute more than English medium master's degree holders?	No	No	No	No	No

7-5 Result of Returned Fellows Survey

1. Why did you choose JDS programme? (Multiple Answer)

No of respondent: 70 Unanswered: 2

Answer	No of respondent	
Because Japan was advanced in the subjects I wanted to study.	43	61.43%
Because university course was attractive.	41	58.57%
Because I liked Japan or Japanese people.	37	52.86%
Because I could invite my family.	24	34.29%
Because Agent (JICE/JDS) supports fellows.	21	30.00%
Because I was able to pass the selection.	14	20.00%
Because the university's international ranking is high.	14	20.00%
Because the English requirement was not high.	3	4.29%
Others	5	7.14%
No of respondent	70	

2. Have you ever applied for any scholarship other than JDS?

No of respondent: 70 Unanswered: 2

Answer	No of respondent	
Yes	18	25.71%
No	52	74.29%
Total	70	

3. Which scholarships have you applied for?

No of respondent: 35 (No of valid answers: 19) Unanswered: 37

Answer	No of respondent	
Australian Awards	15	78.95%
KOICA Scholarship	2	10.52%
Studying in UK with UK government/university offered scholarship	1	5.26%
IMF Scholarship	1	5.26%
Invalid Answers	16	
Total of valid answers	19	

4. What was your most favorable choice of scholarship?

No of respondent: 70 Unanswered: 2

Answer	No of respondent	
JDS	60	85.71%
Australian Awards	6	8.57%
Studying in USA with Fulbright or university offered scholarship	1	1.43%
IMF Scholarship	1	1.43%
Others	2	2.86%
No of respondent	70	

5. Why was that scholarship most favorable? (Multiple Answer)

No of respondent: 70 Unanswered: 2

Answer	No of respondent	
Because university course I wanted to study was attractive.	43	61.43%
Because the country was advanced in the subjects I wanted to study.	37	52.86%
Because I liked that country or the people.	37	52.86%
Because I could invite my family.	25	35.71%
Because I am interested the culture of that county.	24	34.29%
Because living condition of the fellows are good.	18	25.71%
Because Agent supports fellows.	17	24.29%
Because the university's international ranking is high.	14	20.00%
Because I can communicate in English there.	12	17.14%
Because scholarship amount is better than other option.	10	14.29%
Because the English requirement was not high.	4	5.71%
Because I want to learn new language.	4	5.71%
Because the alumni of the scholarship is attractive	2	2.86%
Because that scholarship takes more consideration for minority including women.	2	2.86%
Others	2	2.86%
No of respondent	70	

6. Have you had any consultation or guidance on the assignment to a suitable position when you return to Nepal?

No of respondent: 67 Unanswered: 5

Answer	No of respondent	
Yes	27	40.30%
No	40	59.70%
Total	67	

7. When you returned to Nepal, have you had any official opportunity/s to report your study results in Japan to any organization of the Government of Nepal?

No of respondent: 67 Unanswered: 5

Answer	No of respondent	
Yes	30	44.78%
No	37	55.22%
Total	67	

8. If yes, please choose at what kind of official opportunity/s you report your study results. (Multiple Answer)

No of respondent: 28 Unanswered: 44

Answer	No of respondent	
JDS reporting session organized by JICE	21	75.00%
Reporting session at the organization you assigned.	14	50.00%
Others	5	17.86%
Total no of respondent	28	

9. Have you been involved in the preparation of any policy after you come back to Nepal?

No of respondent: 65 Unanswered: 7

Answer	No of respondent	
Yes	32	49.23%
No	33	50.77%
Total	65	

10. Have you contributed for strengthening the function of the organization/s you were assigned after you come back to Nepal?

No of respondent: 65 Unanswered: 7

Answer	No of respondent	
Yes	58	89.23%
No	7	10.77%
Total	65	

11. Have you utilized the knowledge and skills that you have gained in Japan to contribute to development issues after you come back to Nepal?

No of respondent: 64 Unanswered: 8

Answer	No of respondent	
Yes	57	89.06%
No	7	10.94%
Total	64	

12. Have you got a promotion after you come back from Japan?

No of respondent: 61 Unanswered: 11

Answer	No of respondent	
Yes	21	34.43%
No	40	65.57%
Total	61	

13. If yes, did the JDS scholarship help your promotion?

No of respondent: 40 Unanswered: 32

Answer	No of respondent	
Yes	20	50.00%
No	20	50.00%
Total	40	

14. Regarding your relationship with Japanese nationals, whom do you have contact with for the past 6 months before coming to Japan, and after your return from Japan? (Multiple Answer)

No of respondent: 60 Unanswered: 12

Answer	Past 6 Months Before Going to Japan		Past 6 Months From Now	
	No of respondent	Percentage	No of respondent	Percentage
Government officials	8	61.54%	8	61.54%
Local government officials	5	83.33%	1	16.67%
Private enterprise staffs	2	33.33%	4	66.67%
Japanese NGO officials	3	60.00%	2	40.00%
Academia including university's	25	49.02%	39	76.47%
Japanese friends from my university	12	32.43%	32	86.49%
Japanese people from out of my university	8	25.81%	28	90.32%

15. Did/do you belong to any organization related to Japan before coming to Japan/now? If yes, please check. (Multiple Answer)

No of respondent: 60 Unanswered: 12

Answer	Before Going to Japan		Now	
	No of respondent	Percentage	No of respondent	Percentage
JUAAN	5	27.78%	14	77.78%
JAAN	3	33.33%	8	88.89%
I did/do not belong any organization	36	80.00%	31	68.89%

16. Have you work with/for any JICA Project for the past 6 months?

No of respondent: 60 Unanswered: 12

Answer	No of respondent	Percentage
Yes	3	5.00%
No	57	95.00%
Total	60	

17. Do you think you are contributing to strengthening bilateral relationships between Japan and Nepal after your return from Japan?

No of respondent: 60 Unanswered: 12

Answer	No of respondent	Percentage
Yes	51	85.00%
No	9	15.00%
Total	60	

18. Do you need Alumni Association exclusively for JDS return fellows?

No of respondent: 60 Unanswered: 12

Answer	No of respondent	Percentage
Yes	56	93.33%
No	4	6.67%
Total	60	

19. If yes, what kind of activity do you expect to do through JDS Alumni Association? (Multiple Answer)

No of respondent: 56 Unanswered: 16

Answer	No of respondent	
Building network with other civil servants	51	91.07%
Exchanging knowledge and skills obtained in Japan with other alumni members	50	89.29%
Exchanging information on Japan with other alumni members	41	73.21%
Social work/Charity	37	66.07%
Others	8	14.29%
Total no of respondent		56

20. Please check all that apply from the following questions. (Multiple Answer)

No of respondent: 60 Unanswered: 12

Answer	Before Going to Japan		Now	
I am member of an international academic society.	2	15.38%	12	92.31%
I am member of an international professional society.	1	16.67%	6	100.00%
I participated to an international academic / professional conference within two years.	5	22.73%	18	81.82%
I made a presentation at an international academic/ professional conference within two year.	6	26.09%	17	73.91%
I presented paper/thesis to an international academic/ professional journal within two years.	6	24.00%	20	80.00%

21. Tell us what a valuable program was other than the academic course provided by the graduate school for the entire JDS Program. (Multiple Answer)

No of respondent: 59 Unanswered: 13

Answer	No of respondent	
Program to know subjects related to development of Japan	45	76.27%
Japanese language lesson	27	45.76%
Networking event with officials of Japanese Government	29	49.15%
Internship	12	20.34%
Observation tour to Government Office/Local Government Office	44	74.58%
Home stay program	11	18.64%
Cultural experience events	36	61.02%
Observation tour/Internship at Government Office	27	45.76%
Others	4	6.78%
Total no of respondent		59

22. Tell us what kind of program you wanted to have other than the academic course provided by the graduate school. (Multiple Answer)

No of respondent: 59 Unanswered: 13

Answer	No of respondent	
Program to know subjects related to development of Japan	32	54.24%
Japanese language lesson	21	35.59%
Networking event with officials of Japanese Government	38	64.41%
Internship	30	50.85%
Observation tour to Government Office/Local Government Office	38	64.41%
Home stay program	17	28.81%
Cultural experience events	31	52.54%
Observation tour/Internship at Government Office	41	69.49%
Others	5	8.47%
Total	59	