

**Ministry of Finance
Republic of Ghana**

**PREPARATORY SURVEY
ON
THE PROJECT FOR HUMAN RESOURCE
DEVELOPMENT SCHOLARSHIP
IN
REPUBLIC OF GHANA**

FINAL REPORT

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JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

JAPAN DEVELOPMENT SERVICE CO., LTD. (JDS)

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SUMMARY

1. Outline of the Preparatory Survey

(1) Background and Objectives of the Preparatory Survey

The Project for Human Resource Development Scholarship Program was established in fiscal 1999 as a program for receiving international students (fellows) under the Government of Japan's Grant Aid program. Up to fiscal 2022, more than 5,300 international students had been received under the program. Targeting young administrative officials and other such personnel who will play key policymaking roles in their countries in the future, the JDS Project primarily emphasizes development of human resources who can contribute towards resolving development issues in target countries. In the JDS Project, it is anticipated that young administrative officials will acquire the basic ability to become leaders in their home country and also deepen their understanding of Japan and become sympathizers for Japan and work in government as channels for future relations between the two countries.

Ghana was the first country in Africa to be targeted under the JDS Project, and the first Ghanaian fellows were accepted in fiscal 2012. As of May 2023, the Third Phase of the Ghana JDS Project is in progress, with 12 master's degree fellows and one doctor's degree fellow being accepted at six accepting universities every year. Since the fourth and final batch of fellows in the Third Phase is scheduled to come to Japan in fiscal 2023, it has become necessary to implement a preparatory survey geared to compiling a new plan for the JDS fellows who will come to Japan in the Fourth Phase from fiscal 2024. The objectives of the preparatory survey are as follows.

- Appropriately compile a plan of acceptance for four years, targeting a maximum of 13 fellows each year (12 master's degree fellows and one doctor's degree fellow) from fiscal 2024 to fiscal 2027.
- Explain the JDS Project Fourth Phase and its implementation structure, etc. to the Ghanaian side, and make sure that the Government of Ghana understands the objectives and methods of the preparatory survey.
- Discuss and obtain consensus on the framework of the Ghana JDS Project implementation, including the targeted sub-programs and components, members of the Operating Committee (OC), target organizations for recruitment, number of fellows to be accepted, accepting universities and so on.
- In preparation for implementation of the main JDS Project, compile the draft basic plan, which will become the JDS priority area-separate detailed implementation plan under the acceptance plan for fellows, and implement the outline design.

(2) Results of the Preparatory Survey

From October 30 to November 11, 2022, field survey was implemented in Ghana. Items covered by the survey included the career paths followed by administrative officials, the situation concerning human resource development, merits and demerits compared to scholarship programs by other donors, the target organizations, and the accepting universities. The acceptance plan that was compiled based on the survey was discussed with the counterpart government on November 11, 2022, and agreement was reached on the following contents.

Acceptance Framework for the JDS Project for Human Resource Development Scholarship Program in Ghana

Sub-program	1. Improvement of administrative capacities and institutional development				2. Universal health coverage (health)
Component	1-1. Support for strengthening capacities for administering economic policies and public financial management for Economist	1-2. Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator	1-3. Support for strengthening capacities for public administration	1-4. Support for strengthening capacities for international relations (including international law and diplomacy)	2-1. Support for strengthening capacities for implementing health policy
University and department	Kobe University Graduate School of International Cooperation Studies	International University of Japan Graduate School of International Relations	Ritsumeikan University Graduate School of International Relations	International Christian University Graduate School of Arts and Sciences	Nagasaki University School of Tropical Medicine and Global Health
Accepted number	8 fellows (2 fellows × 4 batches)	12 fellows (3 fellows × 4 batches)	12 fellows (3 fellows × 4 batches)	8 fellows (2 fellows × 4 batches)	8 fellows (2 fellows × 4 batches)
Implementing organization	Ministry of Finance (MOF)				
Envisaged research fields	<ul style="list-style-type: none"> • Economic policy • Financial policy • Debt management • Public financial management 	<ul style="list-style-type: none"> • Public financial management • Debt management • Economic policy 	<ul style="list-style-type: none"> • Public policy • Public administration 	<ul style="list-style-type: none"> • International relations • International law • Diplomacy • Trade policy • Investment policy 	<ul style="list-style-type: none"> • Public health policymaking, monitoring and evaluation • Maternal and child health • Community health
Operating Committee	MOF, Office of the Head of Civil Service (OHCS), Embassy of Japan, JICA Ghana Office				
Target organizations	<ul style="list-style-type: none"> • Ministry of Finance (MOF) • Bank of Ghana (BOG) • Ghana Revenue Authority (GRA) 	<p>All target organizations of: Component 1-1 (Support for strengthening capacities for administering economic and fiscal policies) Component 1-4 (Support for strengthening of international relations capacities) Component 2-1 (Support for strengthening capacities for implementing health policy)</p> <ul style="list-style-type: none"> • The Presidency • National Development Planning Commission (NDPC) • Ghana Statistical Service (GSS) • Ghana Investment Promotion Center (GIPC) • OHCS • Local Government Service (LGS) • Ghana Immigration Service (GIS) • Ministry of Environment, Science, Technology & Innovation (MESTI) • Ministry of Roads and Highways (MRH) • Ministry of Communications and Digitalisation Ghana (MOCD) • Ministry of Lands and Natural Resources (MLNR) • Ministry of Foreign Affairs and Regional Integration (MFARI) • Ministry of Local Government and Rural Development (MLGRD) • Ministry of Trade and Industry (MOTI) • Ministry of Gender, Children and Social Protection (MoGCSP) • Ministry of Food and Agriculture (MOFA) • Ministry of Energy (MOEN) 		<ul style="list-style-type: none"> • Ministry of Foreign Affairs and Regional Integration (MFARI) • The Presidency • Ministry of Finance (MOF) • Ministry of Trade and Industry (MOTI) • Ministry of Justice (MOJ) • Ministry of Security (MOS) • Ministry of Interior (MINTER) • National Development Planning Commission (NDPC) • Ghana Investment Promotion Center (GIPC) • Ghana Immigration Service (GIS) • Ghana Revenue Authority (GRA) 	<ul style="list-style-type: none"> • Ministry of Health (MOH) • Ghana Health Service (GHS)

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2. Verification of Relevance

Relevance of the Ghana JDS Project is verified from two viewpoints: 1) positioning of the JDS Project target fields/development issues in Ghana's development strategy and Japan's policy of development assistance for Ghana, and 2) relevance of the selected fields.

In the Government of Ghana's medium-term plan "The Coordinated Programme of Economic and Social Development Policies (2017-2024)", under the headings of "Governance, corruption and social accountability", in order to make public policies more effective, it is regarded as essential to reinforce the policymaking and monitoring and evaluation capacity of civil servants in the public sector including government Ministries and agencies such as the National Development and Planning Commission (NDPC), Office of the President (OoP), and Ministry of Finance (MOF). Meanwhile, according to the latest (2019) version of Country Assistance Policy for the Republic of Ghana by the Japanese Government, the basic policy of assistance is stated as, "Promotion of sustainable and stable economic growth", and priority areas are stated as, "Infrastructure development", "Strengthening of the industrial base including agriculture", "Public health", and "Strengthening the Human Resource Base". Particularly concerning "Strengthening the Human Resource Base", the following is stated: "To develop human resources who can drive the improvement of administration and fiscal management amidst the advancement of decentralization, focus will be directed to strengthening the basic capacities of civil servants through strengthening the functions and quality of the Civil Service Training Center, strengthening the administrative capacities of local governments that are responsible for undertaking decentralization, and strengthening financial management capacity for establishing fiscal discipline. Moreover, through "Support for strengthening capacities for administering health policy" targeted in the JDS Project, continued assistance will need to be directed towards the Government of Ghana's initiatives in the area of universal health coverage (UHC).

In addition, since there is need to develop human resources who can appropriately plan and implement policies for the further sustainable development of Ghana across all of the components, the selection of target fields in the JDS Project is deemed to be highly valid. Since the effort by the Ghanaian Government toward enhancement of UHC has been encouraged, the selection of the component is deemed to be appropriate.

Accordingly, implementing the JDS Project in Ghana is deemed to be highly valid.

3. Design of Scale of the JDS Project

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.

Item		Prerequisite
Estimation conditions	Estimation time	January 2022
	Exchange rates	1 USD = 130.2 JPY, 1 GHS = 13.145 JPY
	Other	Estimation was conducted based on the Government of Japan's Grant Aid scheme.

4. Recommendations

(1) Desirable targets for encouraging applications

Each Ministry and Department has its own Policy Planning, Budgeting, Monitoring and Evaluation Directorate (PPBME). From the hearings conducted with the OHCS and Ministries and Departments during the preparatory survey, it was deemed desirable for the PPBMEs to be primarily targeted for encouraging applications in the new phase. However, although the PPBMEs play a core role in compiling comprehensive policy on the sector level while cooperating and coordinating with various departments within Ministries (they do not operate individually), it is the respective departments in charge that compile technical or specialized policies and principles. Moreover, since numbers of young administrative officials in the PPBMEs are limited, it is desirable to regard the PPBMEs as the key targets for recommending applications, while at the same time encouraging young officials in a wide range of departments to apply. In that case, since central government civil servants in both the General class and Departmental (technical) class have potential for being promoted to Director level or higher, officials in both classes will be targeted. However, in the public health field, since there have been cases in the past where officials were transferred from the GHS and other agencies to the PPBME in the MOH, officials in the GHS (agency) will continue to be actively encouraged to apply.

(2) Policies for increasing female applicants and fellows

1) Numbers of female applicants and successful applicants, and improvement of numbers

In the preparatory survey, as part of the alumni association activities of the Ghana JDS Project, female fellows who have returned home voiced the desire to be involved in activities to encourage more women to apply for the project. Specifically, in addition to appearing in recruitment seminars as has been the case before now, the former fellows suggested the following: explaining trends and countermeasures to applicants in preparation for the mathematics test; implementing extra math classes for applicants who want them; offering guidance on how to write a research plan; conducting mock interview practice; offering advice about studying and living in Japan to those who are interested; and offering advice on career improvement. By enabling female applicants to directly interact with former fellows and view

them as role models and real examples of how to approach tests, live overseas, and develop one's career after returning to Ghana, it is thought that women will have added motivation to apply. It was also suggested by the female alumni that stating "Women are encouraged to apply" on recruitment posters, fliers, website, etc. could be effective in encouraging more women to apply. Since this proposal is relatively easy to implement, it is intended to adopt it from next year.

The OHCS proposed the establishment of a quota for women, as a more decisive measure for increasing the number of female applicants, however, since this could result in opening the program to women with lower academic ability, careful discussion will be conducted with the OC members and accepting universities before deciding whether to introduce such a quota and how to operate it if it is adopted.

2) System building for making the JDS Project more accessible to female applicants

In system terms too, it is desirable to make the JDS Project more attractive for women. Since more universities and research departments are offering master's programs that can be completed in approximately one year, the JDS scholarship program can be made more attractive by selecting such universities and research departments as hosts.

From the Ghanaian side, it was proposed that the age limit be raised to 45 years of age to make the project more attractive to women. This is because childrearing obligations tend to become lighter, and women are better able to consider overseas study as a means of furthering their career when they reach this age. On the other hand, it is easier for people to absorb new ideas when they are young; moreover, another drawback with raising the age limit would be that returning fellows would have less time to utilize their learning in their careers before retirement. Therefore, it will be necessary for officials on both the Japanese and Ghanaian sides to carefully discuss the issue of raising the age limit before arriving at a decision.

Another idea for making the program more attractive to women would be to improve their conditions in Japan so that they can bring their families over with them. Until now, family support was outside of the scope of the agent's duties, however, including such services in the JDS scholarship program would make it more attractive for women.

(3) Encouragement of Applications from MFARI

To further strengthen bilateral diplomatic relations, which is one of the objectives of the JDS Project, it is desirable for applicants and JDS fellows to be selected from MFARI. However, applications from this Ministry have only been forthcoming in the first phase, while there have been zero applicants from the second phase onwards. Concerning the reasons for this, the following points were raised in discussions conducted with MFARI in the preparatory survey: since civil servants in Ministries have to work four years before they are allowed to go on paid

study leave but they start being assigned to overseas posts after four years, they tend to give priority to their work duties above study at this stage, thereby preventing them from actively embracing the JDS Project. Another major factor is the fact that the period of overseas study is two years, which compares unfavorably with the one-year programs offered by Oxford University and Cambridge University. It is not necessary to obtain permission from the OHCS for study leave of less than two years; hence, it was explained that programs lasting 21 months are desirable at new universities. On exchanging opinions about the acquisition of study leave with the OHCS, it was indicated that the time required to become eligible for study leave could be shortened for MFARI employees so long as consent was forthcoming from senior managers in the OHCS and MFARI. Moreover, whereas before now MFARI encouraged employees to apply for master's courses that can be completed in one year, in future the OHCS Director will ask MFARI to encourage personnel to apply for the JDS Project. The Agent intends to discuss this matter with the OHCS and MFARI more with a view to realizing more applications in future.

(4) Alumni association activities

Considering the increasing number of JDS fellows who have returned to Ghana, in the Fourth Phase, it is proposed that follow-up activities be enhanced for former fellows.

In February 2023, an alumni association for former JDS fellows was established to mark the tenth anniversary of the start of the Ghana JDS Project, and it is hoped to make this into a place for network building by inviting JDS fellows who have returned to Ghana, officials from their affiliated organizations, and Japanese stakeholders (JICA, Embassy of Japan, Japanese-affiliated corporations).

Moreover, as was described earlier, female fellows who have returned home proposed that they want activities to be conducted to encourage more women to apply for the project. Specifically, they suggested the following: encouraging women to apply, and offering advice on various issues (explaining trends and countermeasures concerning mathematics tests; offering guidance on how to write a research plan; conducting mock interviews). In addition, examination will be conducted on receiving proposals for alumni association activities from former fellows and securing budget for implementing activities when outstanding proposals have been made.

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LIST OF ABBREVIATIONS

Abbreviation	English term
AA	Affirmative Action
A/A	Agent Agreement
ABE Initiative	African Business Education Initiative for Youth
AfDB	African Development Bank
BOG	Bank of Ghana
CHPS	National Community Health Planning and Services
CIAT	Capacity Improvement and Advancement for Tomorrow
CSTC	Civil Service Training Center
DFID	Department for International Development
DOG	Department of Gender
EEA	European Economic Area
E/N	Exchange of Notes
FNS	Food and Nutrition Security
G/A	Grant Agreement
GAJLT	Ghana Association of Japanese Language Teachers
GAJU	Ghana Alumni of Japanese Universities
GDO	Gender Desk Officer
GDP	Gross Domestic Product
GHS	Ghana Health Service
GIMPA	Ghana Institute of Management and Public Administration
GIPC	Ghana Investment Promotion Center
GIS	Ghana Immigration Service
GRA	Ghana Revenue Authority
GSS	Ghana Statistical Service
GSS	Government Secretarial School
HND	Higher National Diploma
HSP	Holland Scholarship Program
IAP	Introductory Academic Program
ICU	International Christian University
ITS	Institute of Technical Supervision
JAAGHA	JICA Alumni Association of Ghana
JADS	Japan Africa Dream Scholarship Program
JASSO	Japan Student Services Organization
JDS	The Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JJ/WBGSP	JJ/WBGSP: Joint Japan/World Bank Graduate Scholarship Program
KOICA	Korea International Cooperation Agency
LGS	Local Government Service
MESTI	Ministry of Environment, Science, Technology & Innovation
MFARI	Ministry of Foreign Affairs and Regional Integration
MINTER	Ministry of Interior
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Land and Natural Resources
MNS	Ministry of National Security
MOCD	Ministry of Communications and Digitalisation Ghana
MOEn	Ministry of Energy
MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MoGCSP	Ministry of Gender, Children and Social Protection
MOH	Ministry of Health
MOI	Ministry of Information
MOJ	Ministry of Justice

Abbreviation	English term
MOPA	Ministry of Parliamentary Affairs
MoTAC	Ministry of Tourism, Arts and Culture
MOTI	Ministry of Trade and Industry
MOWAC	Ministry of Women and Children's Affairs
MRH	Ministry of Roads and Highways
NAAG	Netherlands Alumni Association in Ghana
NDC	National Democratic Congress
NDPC	National Development and Planning Commission
NPP	New Patriotic Party
Nuffic	Dutch Organization for Internalization in Education
OC	Operating Committee
OECD/DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
OHCS	Office of the Head of Civil Service
OHLGS	Office of the Head of the Local Government Service
OKP	Orange Knowledge Program
PSC	Public Services Commission
PPBME	Policy Planning, Budgeting, Monitoring, and Evaluation Unit
SCO	Scholarship Contact Officer
TICAD	Tokyo International Conference on African Development
UHC	Universal Health Coverage
WEF	World Economic Forum

CHAPTER 1 CONTENTS OF THE JDS PROJECT

1-1 Current Conditions and Issues in the JDS Project

The Project for Human Resource Development Scholarship Program (JDS), based on the Government of Japan's "Plan to Accept 100,000 International Students", was established in fiscal 1999 as a program for receiving international students (fellows) under the Grant Aid program. Up until fiscal 2022, more than 5,300 international students, in both master's courses and doctor's courses, had been received under the program. Ghana was newly selected as a candidate country for the JDS Project in fiscal 2011. In this year, in what was a first for Africa, a preparatory survey was implemented with the aim of compiling a plan for accepting fellows in the JDS Project, and fellows have continued to be accepted in Japan over the subsequent 10 years.

Unlike conventional overseas study schemes, in which individual government-sponsored students receive assistance, the JDS Project targets young administrative officials and other such personnel while primarily emphasizing development of human resources who can contribute towards resolving development issues in the target country. The goal is for fellows to utilize the fruits of their study experiences in helping to compile and implement socioeconomic development plans in their respective fields after returning home, and also to become sympathizers for Japan and work in government as channels for the betterment of friendly relations between the two countries.¹

Meanwhile, the following points are raised as issues for future attention in the JDS Project: 1) clarification of the targets of the JDS Project among other numerous scholarship programs, 2) development of strategy for screening applicants, 3) adding of higher value, and 4) branding of the Project (consideration for the doctor's program, monitoring of verifiable indicators, thinking concerning entry/exit strategy).²

1-2 Background of the Grant Aid

(1) Background of the Request

Ghana has enjoyed political and social stability in recent years and is highly regarded in the international community as a leader of democracy in West Africa. Since 2010, it has sustained a high degree of economic growth in line with the start of petroleum production, however, it is faced with numerous problems such as regional disparities and insufficient infrastructure and public services, and it is essential for these issues to be overcome if the country is to realize stable socioeconomic development from now on³. Moreover, due to inflation arising from hikes in energy and food prices triggered by Russia's invasion of Ukraine, and rapid depreciation of the

¹ JICA (https://www.jica.go.jp/activities/schemes/grant_aid/summary/JDS.html)

² JICA "Basic Research Report on the Effectiveness of the Japan Human Resource Development Scholarship (JDS) Project" Feb. 2020

³ JICA (<https://www.jica.go.jp/ghana/>)

national currency, Ghana now faces an economic crisis and became a de facto default nation in December 2022 when it was unable to pay off some of its external debt.

In the Government of Japan's Country Assistance Policy for the Republic of Ghana issued in 2019⁴, the major goal is stated as, "Promotion of sustainable and stable economic growth", and the following four priority fields (medium goals) are cited: "Infrastructure development", "Strengthening of the industrial base including agriculture", "Public health", and "Strengthening the Human resource Base". The Ghana JDS Project is regarded as a project of the "administrative operating capacity strengthening program" under "strengthening of administrative functions" under "Strengthening the Human Resource Base". Generally speaking, Ghanaian Ministries and Departments that tackle the country's development issues are lacking in terms of personnel, organizational capacity and systems, and it is anticipated that the development of core administrative officials will help improve administrative capacity and build systems in all priority assistance fields.

In these circumstances, with Ghana becoming the first country in Africa to be targeted under the JDS Project, five fellows in two fields were accepted from fiscal 2012 onwards. From fiscal 2015, five more fellows in two additional fields were added as an outcome of TICAD V (Tokyo International Conference on African Development V), which was held in 2013, thereby resulting in 10 fellows being accepted in four fields. The Third Phase of the Ghana JDS Project was started in fiscal 2020, when a total of 13 fellows comprising 12 master's degree fellows and one doctor's degree fellow came to Japan. With the Third Phase still in progress, a total of 104 fellows have arrived in Japan as of 2022, with 77 of these graduating with degrees. This preparatory survey is being implemented with the aim of compiling the framework for the Fourth Phase of the Ghana JDS Project, under which fellows will start being accepted from fiscal 2024.

(2) Political and economic overview of Ghana

After gaining independence in 1957, Ghana experienced frequent changes in government, including four coup d'état, over 25 years up to the start of the Rawlings administration in 1981. Entering the 1990s, the country became increasingly democratic and entered a period of long-term political stability under the leadership of President Rawlings. Adhering to the constitutional regulation prohibiting election for three terms, President Rawlings did not stand for president again in the election of December 2000, which was won by John Kufuor of the New Patriotic Party (NPP). This was noteworthy because it marked the first time in Ghana's history that power was peacefully transferred between the ruling and opposition parties based on election. In 2008, John Mills of the National Democratic Congress (NDC) was elected as president, however, he died of natural causes in July 2012. According to the Constitution, Vice President John Mahama was sworn in as the new President, and we went on to win the next

⁴ Ministry of Foreign Affairs of Japan (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/000072359.pdf>)

presidential election held in December that year. In the presidential election held in December 2016, Nana Akufo-Addo of the NPP was elected and the government was transitioned peacefully once again.

Ghana's economy is a typical model dependent on primary products derived from agriculture, mining, etc. The main exports are gold, petroleum, and cacao beans, however, products are susceptible to international market conditions and weather impacts. The main industry of agriculture accounts for approximately 20% of gross domestic product (GDP) and half of the working population. Thanks to structural adjustment conducted under the initiative of the World Bank, Ghana maintained a GDP growth rate of approximately 5% from the latter part of the 1980s, however, the economy deteriorated during the 1990s due to depreciation in the international prices of gold and cacao and higher prices for imported petroleum, etc.⁵. After 2010, Ghana started the commercial production of petroleum and as a result, investment and economic activity increased with the resulting revenue helping it to record an economic growth rate of 15% in 2011. In 2014 and 2015, the growth rate slowed due to depreciation in crude oil prices, however, thanks to continuous expansion of production, Ghana recorded economic growth of 8.5% in 2017, second only to Ethiopia in Africa, and continued to enjoy rapid economic growth. In addition, thanks to the fiscal efforts of the Akufo-Addo administration, the country's fiscal deficit was reduced from 9.3% in 2016 to 6%. Ghana's rapid economic growth continued from 2017 to 2019, however, it was brought to an end in 2020 as a result of the lockdown and sudden decline in exports caused by the COVID-19 pandemic. The GDP growth rate is expected to slow to 3.3% on average between 2022 and 2024⁶.

Table-1 Ghana's Main Economic Indicators in Recent Years

Indicator		2017	2018	2019	2020	2021
GDP	Total amount (million USD)	60,406	67,299	68,337	70,043	77,594
	Per capita (USD)	1,998	2,180	2,167	2,176	2,363
Real GDP growth rate (%)		8.1	6.2	6.5	0.5	5.4
Inflation (annual average %)		12.4	7.8	7.1	9.9	10
Foreign debt (billion USD)		22.519	23.575	27.081	31.871	36.181
Trade	Exports (billion USD)	20.463	22.514	25.592	14.513	23.206
	Imports (billion USD)	22.151	23.22	26.908	12.464	22.131
Current account balance (vis-à-vis GDP: %)		-3.3	-3	-2.7	-3	-3.3

Source: Prepared by the Consultant based on data from the World Bank (<https://databank.worldbank.org/data/reports.aspx?source=2&country=GHA>) and IMF (<https://www.imf.org/external/datamapper/datasets/WEO>)

⁵ Ministry of Foreign Affairs of Japan (<https://www.mofa.go.jp/mofaj/area/ghana/data.html#section2>)

⁶ World Bank (<https://www.worldbank.org/en/country/ghana/overview>)

Moreover, whereas Ghana’s public debt was 63.1% of GDP in April 2022, it had increased to 75.9% by September 2022. The government enhanced tax revenues including the imposition of taxation on electronic transactions in May 2022, and it also raised interest rates five times during 2022, however, these policies have so far had no beneficial impact on inflation and the debt situation. Ghana’s government bonds have been downgraded, and the country has effectively defaulted after announcing the temporary suspension of foreign debt payments including the majority of its bilateral loans. In December 2022, the Ghanaian government secured loans amounting to 3 billion USD over three years from the IMF ⁷.

(3) Government of Ghana’s development strategy and issues

The National Development Planning Commission (NDPC) has compiled the Long-Term National Development Plan for Ghana (2018-2057), which comprises the following targets and contents. Among these, under “Build effective, efficient and dynamic institutions”, the following goal is stated: “In the public sector, eradicate lawlessness and corruption and strengthen systems and morals”.

Table-2 Framework of the Long-Term National Development Plan for Ghana (2018-2057)

Goals	Contents
Build an industrialized, inclusive and resilient economy	<ul style="list-style-type: none"> • Economic growth must be “inclusive” along three key dimensions (Sectoral dimension, Demographic dimension, and Geographic dimension). • In the Sectoral dimension, the three sectors of industry, services, and agriculture should receive ample investment. Also promote transition to new industries while considering impacts on existing industries. • In the Geographic dimension, it is necessary for the benefits of economic growth to reach every corner of the country. • In the Demographic dimension, it is necessary for the youth, persons with disabilities, and marginalized groups (women, etc.) to be given opportunities to fully participate in economic growth.
Create an equitable, healthy and disciplined society	<ul style="list-style-type: none"> • Facilitate equal access to basic social services, with particular focus on socially vulnerable groups. • Respect for diverse values and activities • Increase the number of citizens who can lead productive, long and meaningful lives in terms of health, nutrition and exercise.
Build safe, well-planned and sustainable communities	Appropriate national land planning and strengthening of social and economic services aimed at securing efficient, functional and productive economic growth. At the same time, preserve the natural environment (water resources, forests, air, etc.).
Build effective, efficient and dynamic institutions	In the public sector, eradicate lawlessness and corruption and strengthen systems and morals.
Strengthen Ghana’s role in international affairs	Break with past and current business practices and implement national development within the context of international developments.

Source: Prepared by the Consultant based on the Long Term National Development Plan for Ghana, 2018-2057 (NDPC)

⁷ JETRO (<https://www.jetro.go.jp/biznews/2023/01/7dbf7e0c4172f0d3.html>)

1-3 Career Paths and Human Resources Development of Administrative Officials

(1) Public administration in Ghana

Ghana is a constitutional state comprising a unitary presidential republic. The current constitution was promulgated on April 28, 1992, and the president, who is the head of state, is directly elected by the people. The president serves for four years and is prohibited from serving three terms. Members of the Council of State, which corresponds to the cabinet, are appointed by the president, although appointments require parliament's approval. The country previously had a prime minister, but this post no longer exists under the current constitution. As of November 2022, Ghana has 28 Ministries⁸, three Extra Ministerial Organizations, and 24⁹ Departments.

Table-3 Ghana's Three Extra Ministerial Organizations and 28 Ministries

Extra Ministerial Organizations		
1	The Presidency	
2	Office of the Head of Civil Service	OHCS
3	Public Sector Reform Secretariat	PSRS
Sector Ministries		
1	Ministry of National Security	MNS
2	Ministry of Communication and Digitalization	MOCD
3	Ministry of Interior	MINTER
4	Ministry of Parliamentary Affairs	MOPA
5	Office of the Attorney General and Ministry of Justice	MOJ
6	Ministry of Foreign Affairs and Regional Integration	MFARI
7	Ministry of Finance	MOF
8	Ministry of Education	MOE
9	Ministry of Youth and Sports	MOYS
10	Ministry of Tourism, Arts and Culture	MTAC
11	Ministry of Employment and Labour Relations	MELR
12	Ministry of Health	MOH
13	Ministry of Sanitation and Water Resources	MSWS
14	Ministry of Food and Agriculture	MOFA
15	Ministry of Fisheries and Aquaculture Development	MFAD
16	Ministry of Trade and Industry	MOTI
17	Ministry of Energy	MOEn
18	Ministry of Transport	MOT
19	Ministry of Railways Development	MRD
20	Ministry of Roads and Highways	MRA
21	Ministry of Lands and Natural Resources	MLNR
22	Ministry of Works and Housing	MWH
23	Ministry of Environment, Science, Technology and Innovation	MESTI
24	Ministry of Defense	MOD
25	Ministry of Information	MOI
26	Ministry of Gender, Children and Social Protection	MGCSP
27	Ministry of Local Government, Decentralization Rural Development	MLGDRD
28	Ministry of Chieftaincy and Religious Affairs	MCRA

Source: Prepared by the Consultant

⁸ Ministry of Local Government and Rural Development was changed into Ministry of Local Government, Decentralization and Rural Development, and Ministry of Communication was changed into Ministry of Communication and Digitalization.

⁹ According to Annual Performance Report 2021 there were 25 departments. Later 1 department became an authority and currently there are 24 departments.

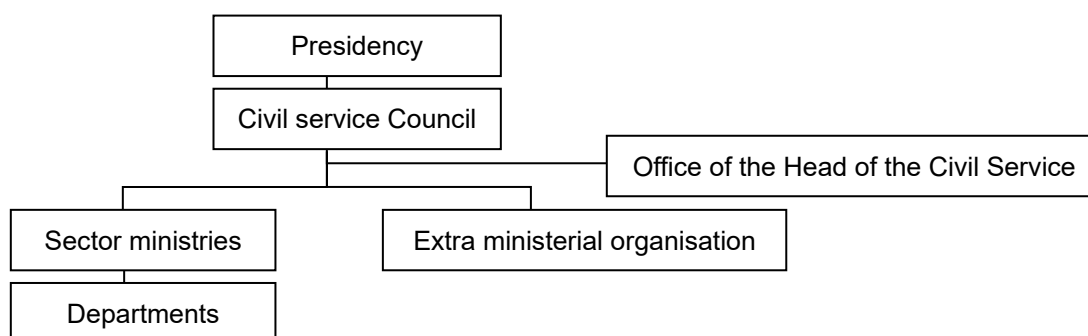
Public workers in Ghana are broadly divided into Civil Servants and Public Servants, with Local Government Officers and employees of public corporations and agencies, etc. under central Ministries also classed as Public Servants. Both categories are included in the Public Services Commission (PSC).

Civil Servants, as defined in Chapter 4 of the Civil Service Act (PNDCL327, 1993), specifically refer to administrative employees in the following organizations.

- The Presidency
- Ministry
- Government Department
- Agency at the national level
- Any civil service department established by or under the authority of the Law the emoluments attached to which are paid directly from the Consolidated Fund or any other source approved by the Government.

Administrative agencies in Ghana comprise the Presidency, the Civil Service Council, the Office of the Head of the Civil Service (OHCS), the Public Sector Reform Secretariat), and the Ministries and Departments. The Extra Ministerial Organizations are the Presidency, the Office of the Head of the Civil Service (OHCS), and the Public Sector Reform Secretariat. Agencies are positioned under Ministries or Departments.

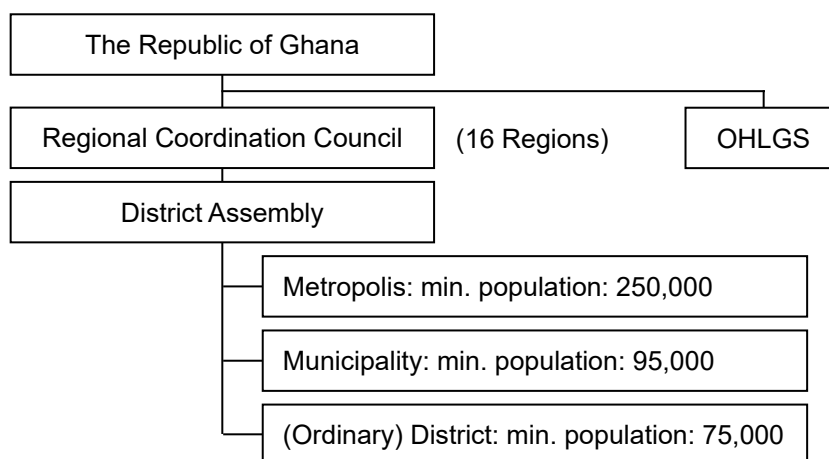
Whereas the National Personnel Authority in Japan is independent of Ministries and Departments, a feature of Ghana is that the Office of the Head of the Civil Service (OHCS) is placed as a superior organization to the Ministries and Departments.



Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service (OHCS), p2, 2021

Figure-1 Ghana’s Administrative Map

Based on the Local Governance Act 2016 (ACT936), the next administrative division is the Regions. There were 10 regions up to 2018, however, following a national referendum to establish new regions on December 27, 2018, six new regions received the necessary number of votes to be newly established, bringing the total number to 16 as of November 2022¹⁰. The Regions are further divided into Districts, and there are currently 216 Districts. Depending on the size of the resident population, a District can be designated as a Municipality/Municipal District or a Metropolis/Metropolitan District.



Personnel affairs concerning Local Government Officers are managed by the Office of the Head of the Local Government Service (OHLGS).

(2) Civil service system in Ghana

The civil service system in Ghana comprises Occupational classes and Occupational class groups. According to the Annual Performance Report of the Civil Service 2021¹¹ compiled by the OHCS, there are 87 occupational classes of civil servants. Meanwhile, according to job regulations for Local Government Officers, there are 27 occupational classes on the local level. Also, according to academic background, there are Professional category civil servants, who hold a university degree or higher, and Sub-Professional category civil servants, who hold a vocational training Diploma or Higher National Diploma (HND). However, not all occupational classes have a Professional category and Sub-Professional category. Moreover, the scope of personnel transfer differs according to each occupational class, with workers being divided into the General class, which permits transfer to other Ministries, and the Departmental class, which only permits transfer within the same Ministry. These relationships are indicated below.

¹⁰ <https://www.ghanamissionun.org/map-regions-in-ghana/>

¹¹ The current executive branch is responsible for policy formulation, development, implementation, monitoring, and evaluation for national development in accordance with the Public Service Act 1993 (PNDC Act No. 327) of 1993. As stipulated in Section 85 (1) of the Act, OHCS publishes annually a report on the activity's performance of the Ministries and Departments. Basic Research Report on the Effectiveness of the Japan Human Resource Development Scholarship (JDS) Program

Table-4 Relationships between Occupational Class Groups, Occupational Classes, Professional Category, General Class, and Ministry/Department Class

Occupational Class Group	Occupational Class	Category		General Class	Departmental Class
		Professional	Sub Professional		
Administrative	Administrative	○	○	○	
	Secretarial	○	○	○	
	Records			○	
	Protocol			○	
Financial / Trade / Investment	Economic	○			○
	Accounting	○	○	○	
	Budget	○		○	
	Cooperatives	○			○
	Commercial	○			○
	Industrial Relations	○			○
	Procurement and Supply Chain	○	○	○	
Engineering / ICT	Engineering	○			○
	Information Technology / Information Management	○	○	○	
	Programmer	○	○		○

Source: Prepared by the Consultant based on information provided by the OHCS

Moreover, Grades and Job Descriptions for Ghana's Local Government Officers are stipulated in the Scheme of Service for Local Government. When administrative reform was implemented with emphasis on decentralization in March 2010, since approximately 30,000 Civil Servants were transferred as Local Government Officers, the system was revised so that grades as Civil Servants were tied to the new positions.

(3) Policymaking departments in Ministries and Departments

Each Ministry and Department has its own Policy Planning, Budgeting, Monitoring & Evaluation Unit (PPBME). The PPBME is staffed by a general class of planning, budget, and program officers and a professional category of experts.

When compiling sectoral development plans and other policies on the national level, each PPBME takes the initiative, coordinating with departments responsible for technical or specialized policies (for example, the pharmaceutical products department, which is in charge of drugs and medicines, in the MOH). Moreover, when Ministries and Departments compile policy, they establish an advisory committee, with agencies also participating, to ensure that proposals are given from the technical perspective.

The two PPBME Directors of the Ministry of Energy and Ministry of Health, who responded to interviews in the preparatory survey, are General class workers who arrived in their current posts after working in various Ministries and Departments. Both of these Directors obtained master's degrees, which are required to become a director, at universities in Ghana (Ghana Institute of Management and Public Administration (GIMPA) and the University of Ghana). However, since the previous PPBME Director in the MOH was a professional category worker holding a doctor's

degree in medicine, the post of PPBME Director is open to workers in both the General class and Departmental class. Directors, too, come from various backgrounds, so no uniform trend can be seen regarding career path.

Among the opinions heard from the PPBME Directors and former JDS fellows, it was recommended that, because each PPBME compiles policy in collaboration with other departments rather than independently, the JDS Project, which targets future policymakers, should widely target not only PPBME staff but also officers in other departments.

(4) Numbers of civil/public servants

According to the 2021 annual report of the Office of the Head of the Civil Service (OHCS), the number of central government Ministry/Department employees in 2021 was 17,121, of which women accounted for 6,638 (39%)¹². The number of female workers is increasing every year, albeit gradually.

There are 8,489 employees who belong to the professional category¹³ holding a bachelor's degree or higher, and the following table gives a breakdown of these according to age and job classification. The JDS Project mainly targets officials in the 20-39 age group, which is the largest group with 3,895 employees (46%). However, this group also includes employees in their first four years of work who are not permitted to study overseas.

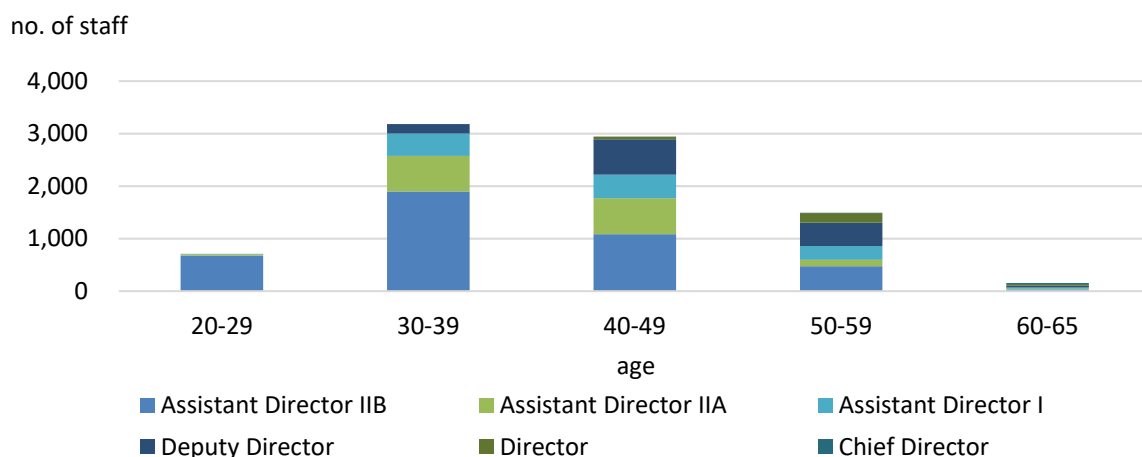
Table-5 Number of Employees by Age Group and Job Classification

	Assistant Director IIB	Assistant Director IIA	Assistant Director I	Deputy Director	Director	Chief Director	Total
20-29 years old	673	27	7	4	0	0	711
30-39 years old	1,900	675	427	182	0	0	3,184
40-49 years old	1,084	688	447	674	51	0	2,944
50-59 years old	476	123	261	444	183	7	1,494
60-65 years old	35	12	22	41	26	20	156
Total	4,168	1,525	1,164	1,345	260	27	8,489

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p33

¹² Using the figures in Annual Performance Report of the Civil Service 2021. It was found at the time of the survey that the figures do not include data from MFARI, MNS, and MOCD.

¹³ Professional signifies University Degree holder and Sub-Professional signifies holder of Diploma or under. Please refer to Chapter 1-3 (2).



Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p33

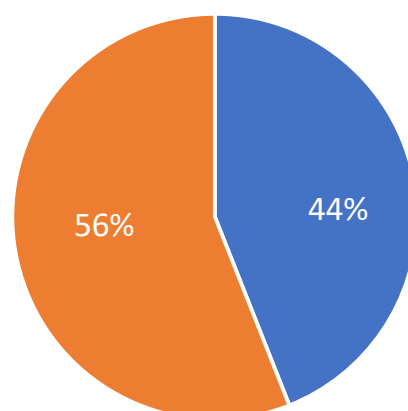
Figure-2 Ratio of Job Classifications by Age Group

In 2021, 393 employees (44%) in the Professional category and 499 employees in the Sub-Professional category (56%) were recruited.

Table-6 Breakdown of Recruitments by Professional Category and Sub-Professional Category in 2021

	Ministries			Agencies			Extra Ministerial Organization			Grand Total		
	Professi ional	Sub-Prof essional	Total	Professi onal	Sub-Prof essional	Total	Professi onal	Sub-Prof essional	Total	Professi onal	Sub-Prof essional	Total
2021	106 34%	207 66%	313	276 54%	237 46%	513	11 17%	55 83%	66	393 44%	499 56%	892

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p36



■ Professional ■ Sub-professional

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p36

Figure-3 Ratio of Professional and Sub-Professional Employees

(5) Recruitment of civil servants

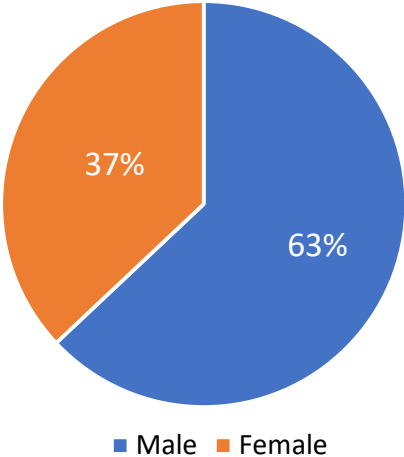
Unlike in Japan, where civil service recruitments are conducted at a set time, in Ghana, the OHCS or Office of the Head of the Local Government Service takes the initiative in recruiting employees when posts become open in Ministries and Departments. Whereas in Japan employees are recruited after taking stringent written examinations, etc., in Ghana, applicants only undergo document review (CV, etc.) and interviews (online interviews since the COVID-19 pandemic). In the case of technical interviews, Ministry/Department employees also attend the interviews.

In 2021, the Ministries and Departments recruited 892 new employees, of which 334 (37%) were women.

Table-7 Gender Breakdown of Recruitments in 2021

	Ministries			Agencies			Extra Ministerial Organization			Grand Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
2021	200 64%	113 36%	313	318 62%	195 38%	513	40 61%	26 39%	66	558 63%	334 37%	892

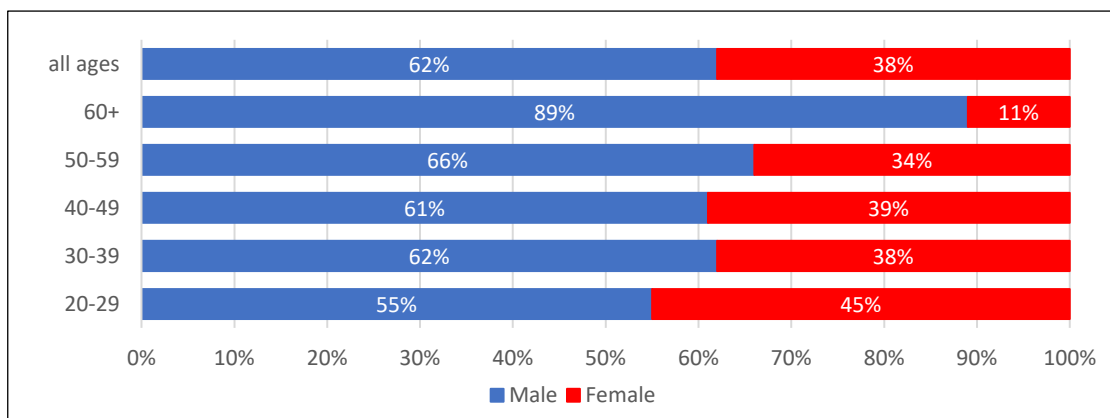
Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p35



Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p35

Figure-4 Gender Breakdown of Recruitments in 2021

As was mentioned earlier, the ratio of female civil servants is increasing gradually each year. The ratio of women increases as the age group becomes younger, and it is expected that the ratio of women will continue to increase as female recruitments are actively pursued from now on.



Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), Annex2 and additional information during the survey

Figure-5 Gender Breakdown of Employees by Age Group

Moreover, out of the 87 occupational classes of civil servants, women account for the majority in the following 12.

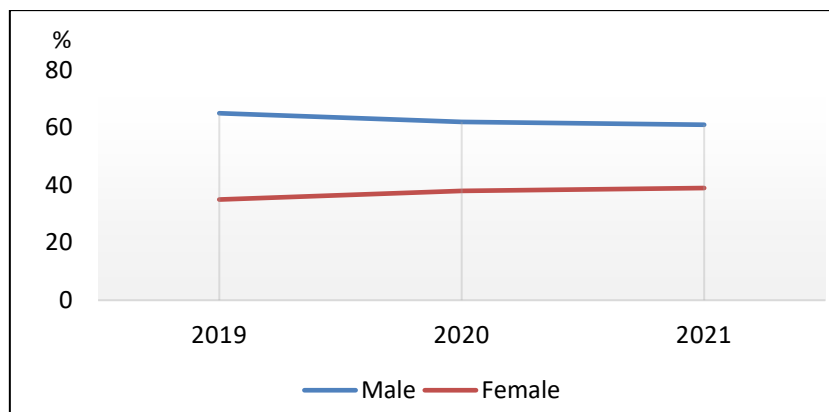
- Administrative class
- Catering class
- Childcare class
- Company Inspector class
- Environmental Health and Sanitation class
- Foreign Service class
- Receptionist class
- Records class
- Secretarial class
- Social Development class
- Estate class
- Cleaner and Laborer

The following table gives the breakdown according to each Ministry, Department and Extra Ministerial Organization.

Table-8 Changes in the Number of Employees in Ministries

	Ministries			Departments			Extra Ministerial Organizations			Grand Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
2019	3,932 65%	2,137 35%	6,069	5,820 66%	2,967 34%	8,787	498 54%	424 46%	922	10,250 65%	5,528 35%	15,778
2020	3,715 61%	2,375 39%	6,090	5,938 62%	3,576 38%	9,514	717 60%	480 40%	1,197	10,370 62%	6,431 38%	16,801
2021	4,146 60%	2,740 40%	6,886	5,793 62%	3,495 38%	9,288	544 57%	403 43%	947	10,483 61%	6,638 39%	17,121

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p31



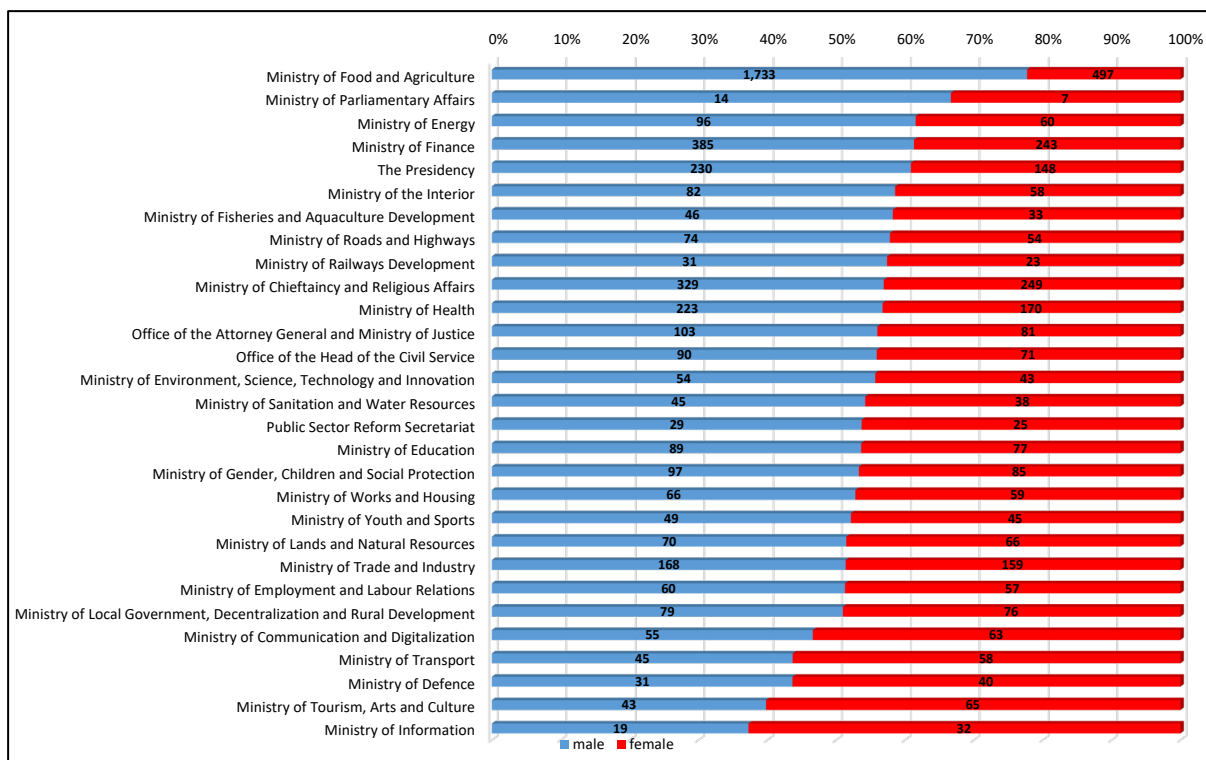
Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p31

Figure-6 Changes in the Ratio of Men and Women

The following graph shows the gender ratio of employees in 26 Ministries¹⁴ and three Extra Ministerial Organizations. The Ministries with the highest ratio of female employees are, in order, the Ministry of Information (MOI) with 63%, the Ministry of Tourism, Arts and Culture (MoTAC) with 60%, the Ministry of Defense (MOD) and Ministry of Transport (MOT) with 56%, and the Ministry of Communication and Digitalization (MOCD) with 53%. In contrast, Ministries with the lowest ratio of female employees are, in order, the Ministry of Food and Agriculture (MOFA) with 22%, the Ministry of Parliamentary Affairs (MOPA) with 33%, the Ministry of Energy (MOEN) with 38%, and the Ministry of Finance (MOF) with 39%.

The ratio of female employees in the Presidency and the Ministry of the Interior (MINTER), which have been newly added from the Fourth Phase, is not high at 39% and 41%, respectively. Data for the Ministry of National Security (MNS) is not available. In the JDS Project, it is thought that more applicants and a higher success rate can be realized among female employees by appealing more to the Ministries and Extra Ministerial Organizations that have a high ratio of female employees as well as active promotion activity to target organizations.

¹⁴ Data on the number of male and female employees by age for the Ministry of Foreign Affairs and Regional Integration (Ministry of Foreign Affairs) and the Ministry of National Security (Ministry of National Security) were not yet available and are therefore not included in the analysis.



Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), Annex2 and information from the OHCS

Figure-7 Ratio of Men and Women in Ministries and Extra Ministerial Organizations

(6) Career paths and promotion

Career paths differ greatly between the Professional category and the Sub-Professional category. The difference can be better understood by viewing the Professional category as equivalent to career employees who are recruited by Ministries after passing the National Public Service Exam in Japan, and the Sub-Professional category as equivalent to non-career employees who are recruited after passing the general exam.

Workers in the Professional category are divided into five grades. Promotions are determined according to length of service, and it is also necessary to have a master's degree or higher to become a Vice Director or higher. Workers in the Sub-Professional category are divided into between 3-6 grade, and promotions are determined according to length of service.

However, under the current five-stage grading system for the Professional category, since it is possible for employees to rise to Director in about 15 years in the fastest case, subsequent career building becomes difficult. Accordingly, the number of grades is being revised from five to seven, and requirements concerning length of service, etc. are also being revised.

Table-9 Examples of Job Classes and Requirements for Promotion in the Professional Category

No.	Administrative Class		Financial Class		Eng. Class, Env. Class	Requirements for Promotion
1	Director	Director	Director	Chief	Chief	Master's Degree, 12-15* years or longer (6 or more years at Senior Management Level)
2	Deputy Director	Principal	Chief /Deputy	Principal	Principal	Master's Degree, 9 years or longer (4 or more years at Senior Management Level)
3	Assistant Director I	Senior	Principal	Senior	Senior	Bachelor's Degree, 6 years or longer
4	Assistant Director IIA	Manager	Senior	Officer	Engineer /Manage /Analyst	Bachelor's Degree, 3 years or longer
5	Assistant Director IIB	Assistant	Accountant	Assistant	Assistant	Bachelor's degree

* There are personnel affairs regulations common to all Ministries and Departments, however, individual Ministries and Departments also have their own rules based on those and job classes and promotion requirements sometimes differ.

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p46-54 and information obtained in hearings.

Table-10 Examples of Job Classes and Requirements for Promotion in the Sub-Professional Category

No.	Administrative Class (Ex.)	Requirements for Promotion
1	Chief Executive Officer	Diploma, 13 years or longer as a Senior Officer
2	Assistant Chief Executive Officer	Diploma, 8 years or longer as a Senior Officer
3	Principal Executive Officer	Diploma, 4 years or longer as a Senior Officer
4	Senior Executive Officer	Diploma, 4 years or longer as a High Officer
5	High Executive Officer	Diploma, 4 years or longer as an Executive Officer
6	Executive Officer	Diploma

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p46-54 and information obtained in hearings.

Since 1999, Japan has adopted a system for promoting outstanding workers in Clerical positions to General positions, and Ghana also has a similar system for allowing employees to convert from the Sub-Professional category to the Professional category. Furthermore, employees, especially those who have obtained a degree or professional qualification, can also transfer between jobs within the Sub-Professional category and within the Professional category. Out of 139 such applications made to the OHCS in 2021, 30 cases were approved. There were 66 applications for conversion from the Sub-Professional category to the Professional category, however, none were approved. Conversions to senior official posts are currently temporarily suspended.

Table-11 Applications and Approved Cases of Conversion in 2021

No.	Category	Applications	Approved Cases
1	Professional to Professional	49	6
2	Sub-professional to Professional	66	0
3	Sub-professional to Sub-professional	24	24

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p46

The six approved cases of conversion within the Professional category were employees in the lower grades of Assistant Director IIA and IIB, while the approved cases in the Sub-Professional category comprised one Executive Officer, eight Higher Executive Officers, and 14 Principal Executive Officers¹⁵, indicating a trend of conversion among employees of relatively high grade.

(7) Personnel changes

Personnel changes are conducted through Secondment, Transfer of Service, and Posting. A feature in Ghana is the active implementation of job rotation between Ministries and Departments and between Ministries/Departments and other public agencies (including local governments). In these three types of personnel changes, job categories do not change. Changes in job category occur in cases of the conversions described above.

Table-12 Types and Conditions of Personnel Changes

No.	Type	Contents and Situation in 2021
1	Secondment	Employees are temporarily seconded from central Ministries and Departments to other public agencies for a period of 2 years with an option of 1 additional year (maximum 3 years). Secondment is employed when public agencies want to increase the number of employees who conduct special duties. In 2021, there were 28 applications, of which 17 (including 7 women) were approved.
2	Transfer of Service	Employees are permanently transferred from other public agencies to central Ministries, or vice-versa. Many applications are made by local civil servants or employees in the GHS and other public agencies wishing to move to central Ministries. In 2021, there were 26 applications (46.2% by women), of which 11 were approved. Applications were turned down because there were no openings in the central Ministries and Departments.
3	Posting	Posting is an important system for moving personnel between Ministries and Departments to ensure that human resources are evenly spread, and the optimum performance is secured. Employees are required to work for 4 years in the case of Ministries and 5 years in the case of Departments. Moreover, General Class employees who have worked for 6 or more years in the same Ministry are eligible for structural posting. In 2021, the number of postings was 135 among Professional employees and 62 among Sub-professional employees.

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p46-54

In light of the above conditions, assuming that the JDS Project focuses on employees who can make a contribution to bilateral diplomatic relations from now on, it should target young General Class and Technical Class employees in the Professional category. Since General Class employees gain promotions while being rotated among the Ministries and Departments, it is not necessary to limit the targeted Ministries and Departments, however, since Technical Class employees stay in the same Ministry or Department, it is necessary to target specific Ministries and Departments. In both cases, there is no system of grade skipping, so even if employees have outstanding academic background and performance levels, the same requirements concerning

¹⁵ In the Annual Performance Report of the civil service, p46-47, it is stated that 30 persons were approved for conversion, but when the enumerations are added together, the number is 29, which is a different number.

length of service are applied to their promotion. Accordingly, even in the smoothest cases, it takes about 15 years for an employee to reach the status of Director. Moreover, even if an employee meets the requirements to be promoted to Director, political elements become operative for reaching the status of Chief Director.

(8) Human resources development situation

To ensure that employees can flexibly respond to technical, economic, social and political changes, the Training and Development Policy of the Civil Service stipulates that all employees in Ministries and Departments must receive 40 hours of training for acquiring skills and improving capability. For this purpose, the following four types of training programs are available.

Table-13 Types of Training Programs

Type of training program	Contents
Scheme of Service Training	Training contents are set according to an employee's affiliated work class and grade. Employees learn the skills and knowledge they need to fulfill their duties.
Competency-Based Training	This training is linked to Professional fields.
Academic Training	This short-term training is intended to enable employees to obtain academic and professional qualifications to doctor level at universities and academic agencies.
Workshops, Seminars and Conferences	Employees participate in workshops seminars and conferences in Ghana and overseas.

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p36-38

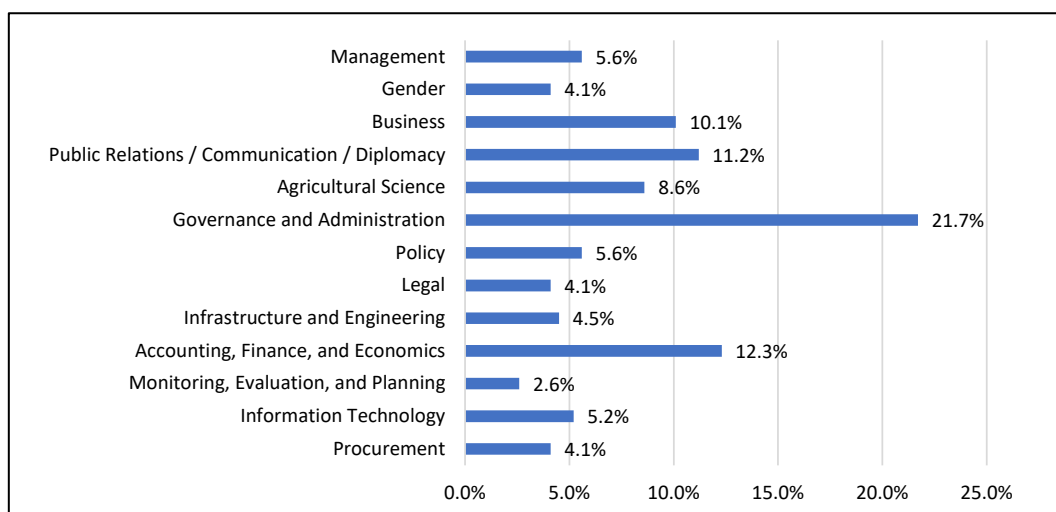
In 2021, 8,546 employees utilized these programs. In 2020, participation in workshops, etc. fell by 14.4% due to the impact of COVID-19, but in 2022 it increased by 59.6% over the previous year. The following table shows the ratios of examinees in the Scheme of Service Training according to each implementing agency.

Table-14 Scheme of Service Training Implementing Agencies and Ratios of Participants

Scheme of Service Training Implementing Agency	Ratio
CSTC (Civil Service Training Center)	55%
In-Service training program	22%
GSS (Government Secretarial School)	12%
ITS (Institute of Technical Supervision)	7%
GIMPA (Ghana Institute of Management and Public Administration)	4%

Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p38-39

Employees are encouraged to undergo short-term Academic Training in order to acquire specialized and professional qualifications up to doctor level. In 2021, 267 employees from Ministries and Departments made use of this training, representing an increase over 125 in 2020 and 118 in 2019. The main fields are governance and administration, public relations/ communication/diplomacy, finance, and economics.



Source: Prepared by the Consultant based on the Annual Performance Report of the Civil Service 2021 (OHCS), p40

Figure-8 Academic Training Fields

(9) Gender consideration

According to Gender Gap Index 2022 published by the World Economic Forum (WEF) on July 13, 2022, Ghana was ranked 108 out of 146 countries¹⁶. Compared to 21 countries where the JDS Project is implemented, it may be said that Ghana ranks favorably.

Table-15 Rankings in the WEF Gender Gap Index 2022 among JDS target countries

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	Kyrgyz	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 the Consultant based on Global Gender Gap Report 2022 (WEF)

¹⁶ <https://www.weforum.org/reports/global-gender-gap-report-2022/>

Although men and women are guaranteed equality under the law in Ghana, in reality conditions differ greatly between the cities and rural areas, and even in the cities, women bear most of the burden of housework and child rearing.

In 2001, Ghana established the Ministry of Women and Children's Affairs (MOWAC) to fully specialize in gender issues. Later, in 2013, incorporating the perspectives of social protection and welfare and expanding its functions, this was renamed as the Ministry of Gender, Children and Social Protection (MOGCSP). MOGCSP has the Department of Gender (DOG) under its jurisdiction, and this is responsible for implementing policies and programs concerning gender equality and empowerment of women. The DOG also has authority in respect to local governments. All Ministries and Departments are assigned with a Gender Desk Officer (GDO) to make sure that gender issues are properly incorporated into sector policies, plans and programs.

Ghana is working on compiling the Affirmative Action Law (AA Law), which aims to realize a minimum of 40% female participation in decision making processes and promote gender equality. In 2016, a final draft of the law received Cabinet approval and was submitted before Parliament, however, it failed to be passed. In 2021, the President in his inaugural address requested that the bill be submitted again for Cabinet review and approval. A final draft with additional contents regarding communication and advocacy policy was resubmitted and received final approval in the Cabinet, however, it is still awaiting final approval in Parliament.

Although the AA Law has not yet been promulgated and no specific measures have yet been taken to realize 40% female participation in decision making processes,¹⁷ in cases where men and women who possess similar careers and capability compete for public service posts, promotions or overseas study openings, there is a tendency to actively select and give preferential treatment to women, according to OHCS.

Having said that, women currently account for only 14.5% of representatives in the Ghanaian parliament and less than 5% in local assemblies, and the ratio of women in the legislature, local governments and other public services does not meet the minimum level of 30% recommended by the United Nations or the 40% recommended by the African Union. Meanwhile, in Mozambique, Uganda, Tanzania, and South Africa, as a result of affirmative action, the ratio of female representatives has been increased to 32.8%, 32%, 31%, and 30%, respectively¹⁸.

¹⁷ <https://allafrica.com/stories/202201190182.html>

¹⁸ <https://allafrica.com/stories/202201190182.html>

1-4 Government of Japan's Aid Trends and Overseas Study Systems

1-4-1 Government of Japan's Aid Trends

Ghana is highly regarded as the prime model of democracy in Sub-Saharan Africa, and Japan has a long history of bilateral relations, as is exemplified by the exploits of Hideyo Noguchi, who traveled to Ghana to research yellow fever approximately 90 years ago. In 2017 the 60th anniversary of Ghana's independence coincided with the 60th anniversary of the establishment of diplomatic relations between the two countries. Moreover, 2017 also marked the 40th anniversary of the launch of Japan Overseas Cooperation Volunteer activities in Ghana.

According to the Government of Japan's country-based Country Assistance Policy, it provides assistance to Ghana in six fields: agriculture, economic infrastructure, public health, education, administration and public finance, and private sector development. Among these, the following three areas are regarded as priority fields: agriculture, economic infrastructure, and public health.

Regarding the contents of Japan's aid, according to the Government of Japan's assistance for Ghana in 2020¹⁹, 2.853 billion yen of grant aid was provided in a total of 12 undertakings: 500 million yen for socioeconomic development plans, 235 million yen for the Project for Human Resource Development Scholarship Program (4 undertakings), 1.956 billion yen for the Second National Route No. 8 Repair and Improvement Project (national loan 3/5), 109 million yen for the Second Tema Intersection Improvement Project (Detailed Design), and 53 million yen for Grassroots and Human Security Grant Aid (5 undertakings). There were no yen loans, but technical cooperation was implemented in the form of the Kaizen-based Corporate Promotion Project (January 2011-January 2026). The following table shows that the scale of grant aid is increasing every year, while at least one new technical cooperation project is being added each year.

¹⁹ MOFA "Official Development Assistance data by country 2021"
(<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100384974.pdf>)p215 [6]Ghana, Figure-5 Government of Japan's Assistance by Year and Type

Table-16 Government of Japan's Assistance by Year and Type

Fiscal year	Yen loans	Grant Aid	Technical Cooperation
FY 2018	None	<u>1.414 billion yen 13 undertakings</u> <ul style="list-style-type: none"> • Project for Human Resource Development Scholarship Program (national loan 1/3)(1.04) • Project for Human Resource Development Scholarship Program (national loan 2/3)(0.50) • Project for Human Resource Development Scholarship Program (national loan 3/3)(0.31) • Second National Route No. 8 Repair and Improvement Project (national loan 1/5) (3.12) • Malnutrition Response Project in Ashanti and Northern Regions (in cooperation with WFP) (5.50) • Socioeconomic Development Plan (3.00) • Grassroots and Human Security Grant Aid (7 undertakings) (0.67) 	<ul style="list-style-type: none"> • Project for Ongoing Mother and Child Care Improvement Based on Maternity Passbooks (April 2018-April 2021) • Project for Strengthening of Road and Bridge Maintenance Capability (March 2019-March 2023)
FY 2019	None	<u>2.008 billion yen 13 undertakings</u> <ul style="list-style-type: none"> • Project for Childcare Improvement Based on Maternity Passbooks (in cooperation with UNICEF)(1.00) • Project for Human Resource Development Scholarship Program (4 undertakings) (2.06) • Second National Route No. 8 Repair and Improvement Project (national loan 2/5) (16.42) • Grassroots and Human Security Grant Aid (7 undertakings) (0.60) 	<ul style="list-style-type: none"> • School for Everybody: Community Participation-based Learning Improvement Project (March 2020-March 2024)
FY 2020	None	<u>2.853 billion yen 12 undertakings</u> <ul style="list-style-type: none"> • Socioeconomic Development Plan (5.00) • Project for Human Resource Development Scholarship Program (4 undertakings) (2.35) • Second National Route No. 8 Repair and Improvement Project (national loan 3/5)(19.56) • Second Tema Intersection Improvement Project (Detailed Design)(1.09) • Grassroots and Human Security Grant Aid (5 undertakings) (0.53) 	<ul style="list-style-type: none"> • Kaizen-based Corporate Promotion Project (January 2021-January 2026)

Source: Prepared by the Consultant based on "Overseas Development Aid (ODA) Country-Based Data 2021" ('MOFA, International Cooperation)²⁰, ditto 2020, and ditto 2019 [6]Ghana Table 5 Government of Japan's Assistance by Year and Type

²⁰ MOFA "Official Development Assistance data by country 2021" 2021 (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100384974.pdf>)p215 [6]Ghana, 2020 (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100271618.pdf>)の p215, 2019 (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100153307.pdf>)の p215

1-4-2 Japan's Overseas Study Programs

As of May 1, 2021, the number of international students in Japan, both government-funded and privately funded, was 242,444²¹, of which 2,005 or 0.8% were from Africa. This is far fewer than the number of international students from Asia, which accounted for 95.1% of the total.

The overall number of international students peaked in 2019 but has been declining since then due to the impact of COVID-19, however, there hasn't been much change in the ratio of students coming from Africa. Looking at the breakdown of African students in terms of country of origin²², Egypt is top with around 20% of students every year, and Ghana is ranked between 4th-6th with around 6%, the number remains almost constant.

Table-17 Countries of Origin and Ratios of African Students in Japan

	2013		2014		2015		2016		2017	
1	Egypt	19%	Egypt	21%	Egypt	19%	Egypt	18%	Egypt	16%
2	Kenya	8%	Kenya	7%	Kenya	10%	Kenya	11%	Kenya	9%
3	Nigeria	7%	Nigeria	6%	Senegal	6%	Nigeria	7%	Nigeria	8%
4	Uganda	6%	Senegal	6%	Nigeria	6%	Tanzania	6%	Ghana	6%
5	Senegal	6%	Uganda	6%	Tanzania	5%	Ghana	6%	Senegal	5%
6	Ghana	5%	Ghana	5%	Ethiopia	5%	Ethiopia	6%	Tanzania	5%
7	Tunisia	5%	Tunisia	4%	Uganda	5%	Senegal	4%	Morocco	4%
8	Ethiopia	4%	Cameroon	4%	Ghana	5%	Mozambique	4%	Ethiopia	4%
9	Tanzania	4%	Ethiopia	4%	Tunisia	3%	South Africa	4%	South Africa	4%
10	Morocco	4%	Tanzania	4%	Morocco	3%	Uganda	3%	Mozambique	4%

Source: International Comparative Research concerning Systems and Issues in Supporting International Students from Africa (JASSO), p12, 2019

Programs by the Government of Japan for international students including those from Ghana are mainly implemented by five agencies. Among these, programs targeting administrative officials, similar to the JDS Project, are the Ministry of Education's Scholarship Program, scholarships facilitated by government funding to international agencies, JICA's long-term trainee program, and the African Business Education Initiative for Youth (Abe Initiative).

²¹ JASSO, Results of the 2021 Survey of International Student Enrollment, 2022

²² JASSO, International Comparative Study on Institutions and Issues Supporting International Students in Africa, 2019

Table-18 Japan's Overseas Study Programs

Implementing agency	Project name	Purport, etc.
Ministry of Education	Japanese Government Scholarships ²³	Scholarship system for international students funded by the Ministry of Education. Established in 1902, this prestigious scholarship program has continued for over 100 years. Government-funded international students are recommended by embassies and by universities. In addition to promoting international cultural exchange and mutual friendship and goodwill between Japan and foreign countries, this program contributes to training overseas human resources.
Japan Society for the Promotion of Science (JSPS)	Foreign Researchers Invitation Program	In addition to supporting the research of individual foreign special researchers, this program promotes Japan's academic research and internationalization through building research cooperative relations with foreign researchers.
	Support Program for Thesis Doctorate Aspirants	This program helps outstanding researchers from countries in Asia and Africa to obtain a doctor's degree by submitting a thesis without having to take a graduate school course. It is intended to raise the level of academic research in target countries and further develop academic exchanges between those countries and Japan.
Ministry of Foreign Affairs	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP) ²⁴	This program was established in 1987. Funded by the Government of Japan, the Graduate Scholarship Program is jointly implemented by Japan and the World Bank. It targets Japanese nationals and citizens of developing nations affiliated with the United Nations and is a scholarship program for obtaining master's degree in development-related fields. It provides opportunities for learning on master's courses in development-related fields in Europe, America and Japan to mid-level managers in developing nations. So far, 5,000 people have benefited from the program, and the Government of Japan has spent more than 200 million USD in it. It targets human resources from both the public and private sectors in developing nations.
Ministry of Finance	Scholarship Program (The Japan-WCO Human Resource Development Program) ²⁵	Targeting developing nations affiliated with the WCO, this program provides opportunities for learning for one year on master's courses in fields related to public finance and intellectual property with the objective of building capacity of customs officials. Accepting universities are the National Graduate Institute for Policy Studies and Aoyama Gakuin University. The program was started in 2000, and the number of recipients up to 2022 is 221 from 57 countries in fields related to public finance and 114 in 50 countries in fields related to intellectual property.
JICA	Long-term trainees	Under this program, outstanding young human resources from the counterparts of JICA projects and Ministries and Departments in developing nations are accepted for one year or longer. This is a technical cooperation project aimed at imparting comprehensive and high-level knowledge and technology to trainees.
	African Business Education Initiative for Youth (Abe Initiative) ²⁶	Under this initiative, which was announced by Prime Minister Abe at the 5 th Tokyo International Conference on African Development (TICAD V) in June 2013, the goal is to offer opportunities to receive education at Japanese universities and graduate schools and internships at Japanese companies to 1,000 African youth over five years. The first fellows arrived in 2014, and Japan has announced that it intends to continue the initiative from now on.
The Japan Foundation	Japan Research Fellowship	To promote research on Japan in overseas countries, the Japan Research Fellowship provides opportunities to conduct research and investigation activities in Japan to academics, researchers, authors of doctor's theses, etc. related to Japan. It does not include the fields of natural sciences, medicine or engineering. The program can be used for up to a maximum of 14 months.

²³ https://www.mext.go.jp/a_menu/koutou/ryugaku/06032818.htm

²⁴ <https://www.worldbank.org/en/programs/scholarships>

²⁵ <http://www.wcoomd.org/en/topics/capacity-building/activities-and-programmes/people-development/learning/development-programmes/scholarship-programme.aspx?p=1>

²⁶ <https://www.jica.go.jp/english/countries/africa/internship.html>

1-4-3 Alumni Association Activities in Ghana

Alumni associations for international students from Ghana who have studied in Japan comprise the Ghana Alumni of Japanese Universities (GAJU)²⁷ under the initiative of the Japanese Embassy, and the JICA Alumni Association of Ghana (JAAGHA), which is for JICA trainees and international students.

Table-19 Outline of GAJU

Established	November 1999
Main activities	International study explanation meetings, cooperation in implementing screening tests for government-funded international students, cosponsoring of Japanese speech contests, and cooperation with events to introduce Japanese culture
Number of members	95 (as of November 2019)
Other	Notifications via Facebook

In addition, although not an alumni association activity, the Ghana Association of Japanese Language Teachers (GAJLT) is an organization of Japanese language teachers in Ghana, and it conducts activities such as staging Japanese language speech contests and so on.

1-4-4 Private Sector Cooperation and Exchange

Ghana attracts a lot of interest from Japanese corporations, primarily trading companies and manufacturers, and many such enterprises have set up operations in the country for the following reasons: 1) it has a high economic growth rate fueled by vibrant private sector consumption and commercial production of petroleum, 2) it is an English-speaking country in the predominantly French-speaking area of West Africa, and 3) it is politically stable.

Around 20 Japanese corporations are established in 44 locations in Ghana (2019)²⁸, and these include Kaneka, which is enjoying good business in the hairpiece retailing trade, Fuji Oil Holdings, Inc., which manufactures raw materials for chocolate, Sumitomo Corporation, which operates thermal power plants, Sysmex, which manufactures examination instruments, and so on. Japan External Trade Organization (JETRO), which opened an office in Accra (the ninth JETRO office in Africa) in March 2020²⁹, is also strengthening support for Japanese corporations that intend to establish operations in the country. Moreover, in 2021, Toyota Tsusho Corporation (Toyota Tsusho) established Toyota Tsusho Manufacturing Ghana Co. Limited (TTMG), the first Japanese automobile manufacturing company in Ghana, and started assembly of “Hilux” pickup trucks for Toyota Motor Corporation.

²⁷ <https://www.studyinjapan.go.jp/en/network/list/africa/pdf/19701.pdf>

²⁸ Sankei Biz (<https://www.sankeibiz.jp/macro/news/190823/mca1908231828008-n1.htm>)

The following 24 companies are listed as Japanese companies in Ghana in AB-NET (<https://ab-network.jp/category/%E5%9B%BD%E5%88%A5/republic-of-ghana>):

Marubeni, Mitsui & Co, Ajinomoto, Itochu Cooperation, Fujitsu, Sumitomo Cooperation, Yamaha motor, Kawasho Foods, Hitachi Construction Machinery, MODEC, Kubota, Kaneka, Seiko Epson, Hamaya, 62 Glory, Topcon, Sakata Seed, Marino Logistics, Mitsui OSK Lines, Tachibana, Nishizawa, Yoshiken Travel & Tours, Toyo Engineering, and Tokura Cooperation

²⁹ JETRO Ghana (https://www.jetro.go.jp/jetro/overseas/gh_accra)

Moreover, the same company started SKD (Semi Knock Down) production of the “Swift” small car for Suzuki Motor Corporation in 2022³⁰.

On the civic level, the Ghana Yosakoi Festival has been held for almost 20 years, and the Japanese Embassy takes the initiative in implementing Japanese language speech contests, judo tournaments, karate tournaments, Japanese movie festivals and other cultural events, which help to convey the appeal of Japanese culture and foster citizens who have a friendly attitude towards Japan.

1-5 Assistance Trends by Other Donors

Based on net expenditure by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC), Ghana's main aid donors are as follows: 1st: United States, 202.17 million USD (35%), 2nd: Germany, 93.09 million USD (16%), 3rd: UK, 61.69 million USD (11%), 4th: Japan, 48.09 million USD (8.4%), 5th: Canada, 43.37 million USD (7.6%). The United States overtook the UK to become the top donor in 2014, and it has remained top ever since. Japan was fourth highest in 2017; rose to third in 2018 when it donated 70.13 million USD; but fell back to fourth in 2019 with 26.76 million USD less expenditure than in the previous year.

Table-20 Economic Aid for Ghana by Major Donors

	1st	2nd	3rd	4th	5th	Japan	Total
2013	UK 170.02	US 120.64	Canada 99.73	Denmark 81.04	France 67.33	65.77	766.00
2014	US 143.32	UK 109.42	Canada 78.57	France 71.54	Denmark 47.94	41.25	618.13
2015	US 184.99	UK 96.83	Canada 74.72	Germany 58.31	France 51.10	25.22	642.61
2016	US 228.91	France 82.29	UK 79.15	Denmark 50.56	Canada 46.22	33.42	636.71
2017	US 233.28	UK 72.84	Germany 57.92	Japan 51.20	South Korea 47.66	51.20	618.36
2018	US 218.67	Germany 73.72	Japan 70.13	Canada 69.71	France 54.71	70.13	655.54
2019	US 202.17	Germany 93.09	UK 61.69	Japan 48.09	Canada 43.37	48.09	572.39

Source: Prepared by the Consultant based on “Overseas Development Aid (ODA) Country-Based Data 2021” (‘MOFA, International Cooperation)³¹, ditto 2020, and ditto 2019 [6]Ghana Table 3 Economic Aid for Ghana by Major Donors

The following paragraphs describe the situation regarding Ghanaian international students in overseas countries. In the UK, which accepts the second highest number of African international students

³⁰ Toyota Tsusho (https://www.toyota-tsusho.com/press/detail/210630_004853.html)

³¹ Official Development Assistance data by country 2021”(https://www.mofa.go.jp/mofaj/gaiko/oda/files/100384974.pdf)p215 [6]Ghana, 2020(https://www.mofa.go.jp/mofaj/gaiko/oda/files/100271618.pdf)の p215, 2019(https://www.mofa.go.jp/mofaj/gaiko/oda/files/100153307.pdf)の p215

behind the US, more than 1,400 students from Ghana are accepted every year. This is the fifth highest number from African countries not including South Africa.³².

Scholarship programs are implemented by various donors in Ghana. The only scholarship program that is similar to the JDS Project in that it is limited to civil servants and has the main goal of developing administrative officials is a program implemented by the Korea International Cooperation Agency (KOICA) of South Korea. As of February 2023, the Government of China’s international study program is suspended due to the country’s policy of zero-COVID-19.

Other programs that target outstanding international students from both the public and private sectors are bilateral scholarship programs by the Government of Australia, Holland, the Fulbright Scholarship Program, programs by the UK Government (Chevening Scholarships), etc., and multilateral scholarship programs by the World Bank and African Development Bank.

Table-21 Scholarship Programs by Other Donors (random order)

Scholarship Programs by Bilateral Donors

Donor	UK Government (Foreign, Commonwealth and Development Office)	Program name	Chevening Scholarship
Purport/Outline	A 1-year scholarship program for obtaining a master’s degree in the UK		
Fields of recruitment	Politics, policy planning, international relations, development assistance, economics, finance, public administration, defense, telecommunications, media, journalism, energy policy, environmental studies, climate change, low-carbon economy, etc.		
Acceptance frame	More than 2,000 students from 160 countries all over the world every year. Master’s degree (1 year): About 50 fellows		
Targets	Broad recruitment from among workers in public agencies and the private and civic sectors, etc.		
Required qualifications	<ul style="list-style-type: none"> • Persons who have the potential to be selected for positions of leadership or influence • Persons endowed with an adequate level of expertise 		
Characteristics	<ul style="list-style-type: none"> • All master’s courses are for 1 year only. 		
Source	https://www.chevening.org/scholarships/globally/ https://www.chevening.org/scholarship/ghana/		

Donor	UK Government (Foreign, Commonwealth and Development Office)	Program name	Commonwealth Scholarship
Purport/Outline	This scholarship program, jointly operated by British universities, targets students from least-developed middle-income and low-income countries. Funded by the UK Department for International Development (DFID) and targeting talented and motivated individuals, it is intended to impart knowledge and skills necessary for realizing sustainable development.		
Fields of recruitment	Fields related to development		
Acceptance frame	Master’s (1 year) and doctor’s (3 years): The number of openings is not set.		
Targets	Civil servants (future promising leaders in the development field in the home country)		
Required qualifications	<ul style="list-style-type: none"> • Ghanaian nationality • IELTS 6.0 or higher 		
Characteristics	<ul style="list-style-type: none"> • Scholarship targeting 53 countries that belong to the British Commonwealth • For students who study for 18 months or longer, family allowances are also provided up to 3 children. 		
Source	https://cscuk.fcdo.gov.uk/scholarships/commonwealth-shared-scholarships-2022/		

³² JASSO, International Comparative Study on Institutions and Issues Supporting International Students in Africa, p20, 2019

Donor	Netherlands (Nuffic)	Program name	Orange Knowledge Program (OKP)
Purport/Outline	This program aims to contribute towards sustainable and inclusive social development and targets mid-career professionals in 37 specific countries. Students can study on short-term courses (2 weeks-12 months) or a master's program (12-24 months).		
Fields of recruitment	The program particularly focuses on food and nutrition security (FNS), water resources management for agricultural production, entrepreneurship, and development of the private sector. Moreover, it gives preferential treatment to students who intend to conduct studies on the themes of sexual and reproductive health and rights and security and the rule of law.		
Acceptance frame	Not set by country.		
Targets	Civil servants (targeting both local civil servants and workers in public agencies) and employees in vocational schools, academic institutions, universities, private sector, committees, and NGOs.		
Required qualifications	<ul style="list-style-type: none"> • Ability to speak English or French • Employment in a priority area specified in the Country Focus Document 		
Characteristics	<ul style="list-style-type: none"> • The program is limited to 37 target countries. • Scholarship recipients can choose from 197 universities that offer master's programs. 		
Source	https://www.studyinnl.org/finances/orange-knowledge-programme#selection-procedure		

Donor	Netherlands (Nuffic)	Program name	Holland Scholarship Program (HSP)
Purport/Outline	Scholarship for international students outside of the European Economic Area (EEA) who want to acquire a bachelor's degree or master's degree.		
Fields of recruitment	None in particular		
Acceptance frame	None in particular by country. In 2020, Nuffic accepted 2,200 students from non Euro countries.		
Targets	General		
Required qualifications	<ul style="list-style-type: none"> • Students from outside the EEA • Compliance with the requirements of the receiving university • Not having a degree from an educational institution in the Netherlands 		
Characteristics	<ul style="list-style-type: none"> • The program does not offer full scholarships, but rather offers a payment of €5,000 in the first year, irrespective of the number of years of study. 		
Source	https://www.studyinnl.org/finances/holland-scholarship		

Donor	Australian Government (Department of Foreign Affairs and Trade)	Program name	Australia Awards Africa Scholarship
Purport/Outline	This scholarship program targets citizens from 11 countries in Africa including Ghana. Universities in Australia are the accepting universities.		
Fields of recruitment	Emphasis is placed on increasing agricultural productivity, management of natural resources, and public policy.		
Acceptance frame	162 students from 11 countries in Africa (2019)		
Targets	Civil servants, mid-career or senior employees		
Required qualifications	Master's: IELTS6.0 or higher		
Condition	Scholarship (2023) A\$94.53/day (A\$34,500 /year) Airfare provided for temporary travel for research and for temporary return of students who do not have family members with them.		
Characteristics	<ul style="list-style-type: none"> • The program permits students to do part-time work, drive a vehicle, and bring over family members. • Travel expenses are furnished for students who need to temporarily return home for research purposes or to see family members they have left behind. • Steps are taken to ensure that females account for 50% of successful candidates. • Quotas are prepared for disabled persons, ethnic minorities, etc. 		
Source	https://www.dfat.gov.au/geo/africa-middle-east/development-assistance-in-sub-saharan-africa/australia-awards-sub-saharan-africa http://www.australiaawardsafrica.org/ https://www.advance-africa.com/Australia-Awards-Africa-Masters-Scholarships.html https://www.dfat.gov.au/sites/default/files/aus-awards-scholarships-policy-handbook.pdf		

Donor	South Korea Government (KOICA)	Program name	Capacity Improvement & Advancement for Tomorrow (CIAT)
Purport/Outline	This scholarship program, for obtaining master's degrees, targets civil servants and public servants in target countries. Universities in South Korea are the accepting universities.		
Fields of recruitment	Agriculture, public health, education, governance fields (2022) ※The fields and issues are revised every year.		
Acceptance frame	There is a quota for 400 students from 66 target countries (24 countries in Africa). In 2022, 190 persons applied from Ghana and 40 were accepted as master's students (2 of those dropped out). Ghana provides the most international students.		
Targets	Civil servants and public servants who have received an official recommendation from their affiliated organization. * The target agencies are not set.		
Required qualifications	<ul style="list-style-type: none"> • College graduate aged no higher than 40 years old • Commitment to work for at least 3 years in the affiliated organization after obtaining a degree • 2 or more years of practical work experience • Eligibility to apply to the accepting university 		
Characteristics	<ul style="list-style-type: none"> • No quotas are set for screening, however, around 50% of selected students are women. • KOICA employees are assigned to the receiving universities to support the students. • Master's scholarship: 999,000KRW (approx. 104,197 yen), which is lower than the JDS program, but housing is provided free of charge by the university 		
Source	Hearing at the KOICA Ghana office, http://www.koica.go.kr/koica_en/3441/subview.do		

Donor	Chinese Government (Ministry of Commerce)	Program name	Great Wall Program
Purport/Outline	This scholarship program, implemented by China's Ministry of Commerce (MOFCOM), caters to citizens in developing nations. Universities in China are the accepting universities.		
Fields of recruitment	Fields that are available at 27 accepting universities. ※The fields cover a wide range in both arts and sciences.		
Acceptance frame	Master's (2-3 years) and doctor's (3 years): Quotas are not set by country..		
Targets	Civil servants * However, persons from the private sector can also apply.		
Required qualifications	<ul style="list-style-type: none"> • Persons aged no higher than 45 years old, for both master's and doctor's courses • 3 or more years of practical work experience • English ability of at least IELTS 6.0 or TOEFL 80 is desirable. • Persons need to pass screening by the accepting university. 		
Characteristics	<ul style="list-style-type: none"> • Courses are mainly in English, however, students can receive language training for 1 additional year if they select Chinese. • The international students bear full responsibility from application through to travel to China and return home. • Monthly stipend: Master's degree: 3,600 CNY (about 70,000 yen), Doctoral degree: 4,200 CNY (about 81,700 yen) Residence in on-campus dormitory provided free of charge by the university. The on-campus cafeteria is inexpensive (about 100 yen) or free of charge, and the cost of living is low. 		
Source	https://www.campuschina.org/scholarships/index.html		

Scholarship Programs by Multilateral Donors

Donor	World Bank	Program name	Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP)
Purport/Outline	Persons from developing nations affiliated with the World Bank can apply for master's courses in 45 research departments at 27 universities around the world.		
Fields of recruitment	Finance, governance, macroeconomics, trade, investment, education, gender, public health, social protection, agriculture, climate change, environment, energy, infrastructure, etc.		
Acceptance frame	No quotas are set by country. 2 years Every year 200 students are selected from World Bank member countries.		
Targets	Persons who are engaged in development-related duties.		
Required qualifications	<ul style="list-style-type: none"> • Persons from developing nations affiliated with the World Bank can apply. • Persons must be engaged in development-related duties when they apply. 		
Characteristics	Scholarship program funded by the Government of Japan		
Source	https://www.worldbank.org/en/programs/scholarships https://www.worldbank.org/en/topic/education/brief/joint-japan-world-bank-graduate-scholarship-program		

Donor	African Development Bank (AfDB)	Program name	Japan Africa Dream Scholarship (JADS) Program
Purport/Outline	Human resources development that will make contributions to fields related to the African Development Bank's 5-point policy for African nations: ① Improvement of food conditions, ② Improvement of the electric power situation, ③ Industrialization, ④ Integration, and ⑤ Improvement in the standard of living		
Fields of recruitment	Energy, agriculture, public health, environment, engineering		
Acceptance frame	Master's degrees at 6 accepting universities in Japan (2 years) In 2019 93 students from 29 countries to Japan are accepted.		
Targets	Civil servants, private sector companies. Applicants should also have at least 1 year of work experience in Africa in the past 3 years.		
Required qualifications	Applicants should be no older than 35 years old and come from a country that is affiliated with the AfDB.		
Characteristics	After enrollment, students are allowed to stay in Japan for internship, etc. for 6 months.		
Source	https://www.afdb.org/en/about-us/careers/japan-africa-dream-scholarship-jads-program https://www.afdb.org/en/news-and-events/press-releases/japan-africa-dream-scholarship-jads-program-30-african-countries-8341		

(1) KOICA Scholarship

The KOICA Scholarship Program CIAT, which started in 2012, is a scholarship program that targets the ODA recipient countries stated in the DAC list. Targeting administrative officials who are expected to become future leaders in their respective countries' governments, it aims to provide opportunities for students to enhance their expertise and deepen their learning while coming into contact with South Korean culture. KOICA scholarship programs comprise three types, one of which is the master's program. So far more than 1,000 administrative officials from Ghana have participated in master's courses or short-term training programs.

Table-22 KOICA Scholarship Program

Global Fellowship Program	Policy and technical ability improvement program (short-term training program) for contributing to bilateral or multilateral diplomacy
Country-specific Fellowship Program	Policy and technical ability development program (short-term training program) tailored to the country concerned
Scholarship Program	Master's program

There is a quota for 400 students from 66 target countries (24 countries in Africa), and Ghana provides the highest number of international students. In 2022, 190 persons applied from Ghana and 40 were accepted as master's students (2 of those dropped out).

The target fields of master's course are reviewed every year. In 2022, the target fields were agriculture, public hygiene, education, and governance, whereas in 2019 the target fields were fisheries, agriculture, finance, tax policy, and regional development.

The program targets regular civil servants aged no more than 40 years old and employed in the central government or local governments, and teachers or researchers of national education and research agencies. The program is conducted in English, and applicants need to be recommended by a person in a target Ministry or department and undergo interviews by the KOICA Ghana

office and South Korean embassy. Accordingly, the screening process is conducted entirely by the South Korean side with no involvement by Ghanaian officials. Between 30-40 international students are accepted from Ghana every year.

The alumni association for returning scholars also conducts various activities, including volunteer activities for tree planting and support in orphanages, presentation meetings to advertise how know-how gained from the learning is utilized in Ghana, invitations of graduates to South Korea and so on. Membership of the alumni association is open to both scholars of the master's program and short-term trainees.

(2) Holland Scholarships

Acting on behalf of the Dutch Ministry of Education, Ministry of Foreign Affairs, and European Commission, Nuffic (the Dutch Organization for Internationalization in Education) operates various scholarships and subsidy programs (Nuffic Scholarships) for international study. Students from Ghana can apply to the Orange Knowledge Program (OKP) and the Holland Scholarship Program (HSP). The OKP is limited to 37 target countries, with Country Focus Documents specifying strategic partners, which are equivalent to priority areas and target agencies, and country-separate implementation plans.

Since Ghana achieved independence in 1957, more than 5,000 Ghanaians have studied in the Netherlands, and today 100 Ghanaian students on average study in master's programs and short-term training programs in Holland every year. The Netherlands Alumni Association in Ghana (NAAG) is one of the largest alumni associations in Ghana and contributes to strengthening relations between Ghana and the Netherlands.

(3) Australian Scholarships

Scholarships by the Australian Government, which target 11 countries in Sub-Saharan Africa, were started in 2004 with the objective of contributing to social and economic development and the SDGs in Africa, and so far, more than 1,000 scholars have studied on master's and doctor's programs. Targeting fields such as agriculture, responses to climate change, renewable energy, water resources management, mining and drilling, the program aims to support safety, stability and prosperity on the African continent by strengthening African leadership and skills. It places particular emphasis on the fields of agriculture, natural resources management, and public policy. Targeted persons are mid-career civil servants and workers in NGOs and the private sector, and there is no age limit. Moreover, consideration is taken to ensure that women and persons with disabilities make up 50% of the scholars. Participants are required to have a certain level of English ability.

After scholars arrive in Australia, they attend an Introductory Academic Program (IAP) for one month to learn how to write a thesis, conduct research, and quote from papers. After that, Scholarship Contact Officers (SCOs) monitor the scholars. One of the factors behind the popularity of this program is the fact that scholars are allowed to do part-time work and drive a car.

CHAPTER 2 OUTLINE OF THE JDS PROJECT

2-1 Outline of the JDS Project

In the JDS Project for Ghana, a preparatory survey was initially carried out in 2011, and five Ghanaian fellows were accepted at two universities from the following year. The number of accepted fellows has increased since then, and as of December 2022, the Third Phase is currently being implemented with 12 master's degree fellows and one doctor's degree Fellow being accepted at six accepting universities every year. As of January 2023, 104 Ghanaian fellows have come to Japan, and of these 77 fellows have completed their studies and obtained academic degrees.

The preparatory survey was carried out to compile the plan for the Fourth Phase of the JDS Project in Ghana. In the survey, a plan for the acceptance of fellows from fiscal 2023 to fiscal 2026 (arrival in Japan between 2024-2027) has been compiled for the objectives of improving the capacities of civil servants in Ghana for network strengthening geared to improving bilateral relations between Japan and Ghana.

Based on the findings of the preparatory survey, the Fourth Phase framework was compiled; the framework was agreed on by the Director of the External Resources Mobilization Bureau of the Ministry of Finance (MOF) and the Deputy Director of the JICA Ghana Office, and the Minutes of Discussion (M/D) were signed on November 11, 2022. The M/D of the approved plan framework are attached in Annex 4.

Table-23 Agreed Items and Contents of the Acceptance Plan

Agreed Item	Agreed Contents
JDS Project subject to agreement in this survey	The acceptance plan agreed in this survey covers four batches of fellows from fiscal 2023 to fiscal 2026.
OC members rearrangement and implementing organization	The Operating Committee (OC) members and clients on the Japanese and Ghanaian sides are the same as in the previous phases.
New target fields	To target human resources who will drive future diplomacy centered primarily in the Ministry of Foreign Affairs and Regional Integration (MFARI), Component 1-4 "Support for strengthening of international relations capacities" has been newly added. Meanwhile, due to overlapping with other JICA long-term training projects, the agriculture and energy fields have been deleted, resulting in a total of five fields. Other components remain unchanged from the previous phase.
Target organizations	As is shown in Table-2, revision will be conducted to better reflect the results of recruitment and selection.
Maximum number of accepted fellows	The number of fellows on master's courses will remain as 12, and the number on doctor's courses will remain as 1.
Accepting universities	As is shown in Table-3, 5 departments at 5 accepting universities have been selected.
Sub-Programs and components	Agreement has been reached on the selected target sub-programs and components and their names.
Basic plan compilation and overall survey flow	Agreement the method of compilation and composition of the basic plan and the future schedule. Explanation of, and agreement on, the flow from the overall survey to the main project.

Agreed Item	Agreed Contents
Monitoring mission	To promote understanding for the contents of implementation in the JDS Project, it was decided to invite OC members to Japan to visit, observe and exchange opinions with the accepting universities and students.
About the JDS Project office	An office will continue to be provided by the Office of the Head of the Civil Service (OHCS).
Others	<ul style="list-style-type: none"> - Recruitment and selection of the appropriate candidates, that is, those who contribute the bilateral relationship between Ghana and Japan, shall be actively done by Ghana side. - Both parties shall actively promote gender equality and women's empowerment to conduct information sessions for targeting women during recruitment and selection, provide training and networking opportunities among female alumni for career development after returning to Ghana.

(1) Project Framework

1) Overall goal

Capacities of related administrative agencies for policymaking will be improved by human resource development through this project.

2) Project purpose

By assisting young administrative officials and others who can play active parts at the core of the Government of Ghana in obtaining degrees (master's and/or doctor's degrees) at graduate schools in Japan, personnel for resolving developmental issues in Ghana will be trained and human networks with the Government of Ghana will be established, thereby contributing to the resolution of Ghana's development issues and strengthening of bilateral relations from the aspect of human resources.

3) Expected outputs

- Young administrative officials, etc. will obtain degrees (master's and/or doctor's degrees) in Japan and acquire professional knowledge, etc., thereby contributing to solving problems in each target area.
- After returning to Ghana, these young administrative officials, etc. will contribute to planning and policymaking to solve the problems, and relevant organizations will be strengthened by them demonstrating their leadership at their affiliated organizations and the like.
- Mutual understanding between the two countries and establishment of friendship and goodwill relationships, strengthening of accepting universities' international competitiveness and international intellectual networks will be strengthened by accepting Ghanaian fellows.

- Through the expertise, etc. acquired at graduate schools in Japan and in career formation training after returning to Ghana, female administrative officials who are capable of displaying leadership in resolving Ghana's issues will be trained.

4) Area/country for the services

Japan and Ghana

5) The maximum number of Ghanaian fellows to be accepted

- Master's degree: 12 persons/year (maximum 48 persons for 4 years)
- Doctor's degree: 1 person each year (maximum 4 persons for 4 years))

6) Priority areas/development subjects

- ① Sub-program 1 : Improvement of administrative capacities and institutional development
 - Component 1-1 : Support for strengthening capacities for administering economic policies and financial management for Economist
 - Component 1-2 : Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator
 - Component 1-3 : Support for strengthening capacities for public administration
 - Component 1-4 : Support for strengthening capacities for international relations (including international law and diplomacy)
- ② Sub-program 2 : Universal health coverage (health)
 - Component 2-1 : Support for strengthening capacities for implementing health policy

7) Implementation system

The Project is to be implemented in cooperation with the JDS Operating Committee composed of representatives of the Government of Ghana, the Embassy of Japan in Ghana, and the JICA Ghana Office. The Operating Committee conducts consultations mainly on: (1) implementation policies; (2) Project activity scheduling; (3) areas for acceptance; (4) target organizations for recruitment; (5) accepting universities; (6) selection methods; and (7) determination of candidate JDS fellows.

8) Target organizations

The target organizations are as shown in Table-24.

9) Target persons

The Project is intended for staff members who will be able to engage in practical policymaking at the core of the government after returning to Ghana and will study in master's courses and/or

doctor's courses. Moreover, fellows in doctor's courses will be limited to those who have previously acquired a master's degree under JDS project.

10) Eligibility requirements for application

Main eligibility requirements for application by candidates to the Ghana JDS Project are proposed as follows. A candidate must:

- have worked as regular staff for more than three years at a target organization(s)
- have Ghanaian nationality
- be 42 years old or younger as of April 1 of the year when coming to Japan
- hold a bachelor's degree
- not be someone who has obtained or plans to obtain a master's degree at an overseas university while receiving a scholarship from another donor
- understand the purpose of the JDS Project and have the intention to contribute to the development of Ghana after returning to Ghana
- be physically and mentally healthy
- not be serving in the military

11) Implementing organization

MOF

12) Provision of conveniences by the Ghanaian side

The OHCS, which is represented on the Operating Committee, will continue to provide an office for the JDS Project.

Table-24 Acceptance Framework for the JDS Project for Human Resource Development Scholarship Program in Ghana

Sub-program	3. Improvement of administrative capacities and institutional development				4. Universal health coverage (health)
Component	1-1. Support for strengthening capacities for administering economic policies and public financial management for Economist	1-2. Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator	1-3. Support for strengthening capacities for public administration	1-4. Support for strengthening capacities for international relations (including international law and diplomacy)	2-1. Support for strengthening capacities for implementing health policy
University and department	Kobe University Graduate School of International Cooperation Studies	International University of Japan Graduate School of International Relations	Ritsumeikan University Graduate School of International Relations	International Christian University Graduate School of Arts and Sciences	Nagasaki University School of Tropical Medicine and Global Health
Accepted number	8 fellows (2 fellows × 4 batches)	12 fellows (3 fellows × 4 batches)	12 fellows (3 fellows × 4 batches)	8 fellows (2 fellows × 4 batches)	8 fellows (2 fellows × 4 batches)
Implementing organization	Ministry of Finance (MOF)				
Envisaged research fields	<ul style="list-style-type: none"> • Economic policy • Financial policy • Debt management • Public financial management 	<ul style="list-style-type: none"> • Public financial management • Debt management • Economic policy 	<ul style="list-style-type: none"> • Public policy • Public administration 	<ul style="list-style-type: none"> • International relations • International law • Diplomacy • Trade policy • Investment policy 	<ul style="list-style-type: none"> • Public health policymaking, monitoring and evaluation • Maternal and child health • Community health
Operating Committee	MOF, Office of the Head of Civil Service (OHCS), Embassy of Japan, JICA Ghana Office				
Target organizations	<ul style="list-style-type: none"> • Ministry of Finance (MOF) • Bank of Ghana (BOG) • Ghana Revenue Authority (GRA) 	<p>All target organizations of: Component 1-1 (Support for strengthening capacities for administering economic and fiscal policies) Component 1-4 (Support for strengthening of international relations capacities) Component 2-1 (Support for strengthening capacities for implementing health policy)</p> <ul style="list-style-type: none"> • The Presidency • National Development Planning Commission (NDPC) • Ghana Statistical Service (GSS) • Ghana Investment Promotion Center (GIPC) • OHCS • Local Government Service (LGS) • Ghana Immigration Service (GIS) • Ministry of Environment, Science, Technology & Innovation (MESTI) • Ministry of Roads and Highways (MRH) • Ministry of Communications and Digitalisation Ghana (MOCD) • Ministry of Lands and Natural Resources (MLNR) • Ministry of Foreign Affairs and Regional Integration (MFARI) • Ministry of Local Government and Rural Development (MLGRD) • Ministry of Trade and Industry (MOTI) • Ministry of Gender, Children and Social Protection (MoGCSP) • Ministry of Food and Agriculture (MOFA) • Ministry of Energy (MOEN) 	<ul style="list-style-type: none"> • Ministry of Foreign Affairs and Regional Integration (MFARI) • The Presidency • Ministry of Finance (MOF) • Ministry of Trade and Industry (MOTI) • Ministry of Justice (MOJ) • Ministry of Security (MOS) • Ministry of Interior (MINTER) • National Development Planning Commission (NDPC) • Ghana Investment Promotion Center (GIPC) • Ghana Immigration Service (GIS) • Ghana Revenue Authority (GRA) 	<ul style="list-style-type: none"> • Ministry of Health (MOH) • Ghana Health Service (GHS) 	

13) Needs in each field and selection of accepting universities

In September 2022, JICA implemented a survey of university needs and received acceptance proposals related to sectoral issues in Ghana from 14 departments at 10 universities. JICA first compiled a shortlist of the candidate universities, and the Operating Committee decided on five accepting universities after conducting field surveys. The following universities were selected as the most appropriate concerning the needs in each field.

① Sub-program 1: Improvement of administrative capacities and institutional development

Component 1-1: Support for strengthening capacities for administering economic policies and public financial management for Economist

For Ghana to sustain economic growth into the future, it must develop human resources who are capable of compiling and administering economic policies. The Graduate School of International Cooperation Studies at Kobe University, which has been an accepting university ever since the launch of the Ghana JDS Project, conducts lectures that are pertinent to the issues facing Ghana and implements education aimed at facilitating understanding of the issues and improving capacities for administering and proposing economic policies. In doing so, it strives to train human resources who are endowed with a high degree of expertise for compiling and implementing appropriate economic policies that address the issues at hand. Having been highly rated by the Ghanaian side in the past, the Graduate School of International Cooperation Studies at Kobe University has an instruction policy that complies with this component's development issues and extensive experience of receiving fellows, and it has been highly rated by the Ghanaian side in the past. Accordingly, it has again been selected as a suitable host for receiving fellows in the Fourth Phase.

Component 1-2: Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator

With public debt accounting for approximately 80% of GDP, Ghana has critical debt problems, and also has difficulty securing funds for domestic investments. In order to extricate itself from these economic difficulties, it needs to have human resources who can handle fiscal discipline and conduct debt management. The Graduate School of International Relations at the International University of Japan can be expected to enhance the capacities of fellows to plan and implement advanced financial management, economic development, and macroeconomic policies, enabling them to become immediately effective in practically executing policies and working on fiscal reform in the medium to long term after they return to Ghana. Moreover, because its curriculum offers multiple options that enable fellows to select contents that fit with their research themes, it can offer a program that enhances

understanding of Japan. It has thus been selected as a beneficial accepting university for this component.

Component 1-3: Support for strengthening capacities for public administration

In its medium-term development plan, the Government of Ghana aims to realize private sector-led economic development and job creation and is working to realize economic revitalization, agricultural and industrial reform, regeneration of socioeconomic infrastructure, strengthening of social protection and inclusion, and growth and development of public service agencies. At the same time, it aims to reduce dependence on external aid and achieve autonomous national management. As decentralization progresses, it is important to train human resources who can work on providing administrative services in various government organizations. The Graduate School of International Relations at Ritsumeikan University aims to train “administration and public finance experts” through teaching professional knowledge and fostering problem solving ability. This graduate school also accepted JDS fellows in the Third Phase, and it is also anticipated can offer fellows to conduct practical learning in Ayabe City, Kyoto Prefecture. Accordingly, it is deemed appropriate for continued selection in this component.

Component 1-4: Support for strengthening capacities for international relations (including international law and diplomacy)

Ghana has historically had strong ties with Japan and is also an important partner in political and economic terms within Africa. Moreover, with the headquarters of the African Continental Free Trade Area (AfCFTA) Secretariat being based in Ghana, it is necessary to build the legislative environment and strengthen regional competitiveness. Against this background, there is need to develop human resources for improving bilateral and multilateral diplomatic relations and strengthening capacities for developing trade and investment policies.

The Graduate School of Arts and Sciences at International Christian University (ICU) was established with the mission of training world leaders for the new age. Since ICU offers a wide curriculum that includes such subjects as international trade policy, international economic theory, etc., and it provides a wide range of field trips that bring faculty and students closer together, it is deemed to be desirable as a department for imparting knowledge about trade and investment policies.

② Sub-program 2: Universal health coverage (health)

Component 2-1: Support for strengthening capacities for implementing health policy

The Ghanaian side has long needed to develop human resources in the public health field, and the School of Tropical Medicine and Global Health at Nagasaki University has once again been selected as a suitable host for responding to these needs. So far, the GHS under the Ministry of Health has acted as the main applying organization, however, since there have been cases of personnel including former JDS fellows transferring from the GHS to the Ministry of Health, making this organization a target in this component is deemed to be consistent with the purport of the JDS Project, which aims to train administrative officials who will contribute to future policymaking. In addition, because the school's curriculum includes not only basic items related to global health, etc. but also applied subjects related to more focused public health policy, it is suited to the needs of the Ghanaian side. Moreover, because fellows are required to observe conditions in Japan's public health and medical care settings and conduct internships in developing nations, this emphasis on the practical aspect of learning is highly regarded.

Based on the acceptance needs questionnaire surveys, the following table summarizes the contents of surveyed and proposed items in the selected Fourth Phase accepting universities according to each target field and component.

Table-25 Outline of the Fourth Phase Accepting Universities

Sub-Program	Improvement of administrative capacities and institutional development				Universal health coverage (health)
Component	Support for strengthening capacities for administering economic policies and public financial management for Economist	Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator	Support for strengthening capacities for public administration	Support for strengthening capacities for international relations (including international law and diplomacy)	Support for strengthening capacities for implementing health policy
University	Kobe University	International University of Japan	Ritsumeikan University	International Christian University	Nagasaki University
Department	Graduate School of International Cooperation Studies	Graduate School of International Relations	Graduate School of International Relations	Graduate School of Arts and Sciences	School of Tropical Medicine and Global Health
Program	Special Course on Development Policy	International Development Program (IDP)	International Relations Program	Public Policy and Social Research Program	Global Health Major
Possible degree	Master's degree in economics	Master's degree in international development Master's degree in economics	Master's degree in international relations	Master of Arts in Public Administration or Master of Arts in International Relations	Master's degree in public sanitation Master's degree in medical science Master's degree in tropical medicine (physicians only)
Necessary credits	30credits	30 credits	30 credits	30 credits	30 credits
Period of study	24 months	22 months	24 months	22 months	24 months
Location	Hyogo	Niigata	Kyoto	Tokyo	Nagasaki
Semester/ Trimester system	Semester	Trimester	Semester	Trimester	Quarter
Ratio of courses in English	All	All	All	All	All
Need for applicants to take a mathematics test	Necessary	Necessary	Not necessary	Necessary	Necessary
English level required by the university	TOEFL PBT 550	CEFR B1 or higher	None in particular	79 (iBT) / 550 (ITP)/ 6.5 (IELTS)	iBT68

2-2 JDS Project Cost Estimation

Based on the acceptance plan described in the preceding section, the Project cost for the first batch of JDS fellows coming to Japan in fiscal 2024 as of January 2023 was estimated.

The results of estimation will be separately submitted to JICA. It is scheduled to predicate the Project cost estimation on the following conditions.

Estimation conditions

- Time of estimation: January 2023
- Exchange rate: Average rate over the 3-month period from October to December 2022 (USD, GHS)

Implementation costs

- Based on the JDS fellows coming to Japan in fiscal 2024, estimate the application and examination fees, admission fees, tuition fees, scholarship, etc. for 12 master's fellows at 5 accepting universities and 1 doctor's Fellow at 1 accepting university.
- Concerning special program expenses, estimate as 500,000 yen per Fellow per year (year of arrival in Japan; half this amount in the year of returning home to Ghana).

Services provision cost (Ghana)

- Since the OHCS will provide the JDS Project office, no office rental costs are accounted for. There are no other costs for the Ghanaian side to bear.
- Include the recruitment and selection expenses for JDS fellows coming to Japan in fiscal 2024.
- Consider the rate of inflation in Ghana and reflect it in the estimation.

Services provision cost (Japan)

- It is assumed that the fellows will come to Japan in the middle of August 2024.
- After arriving in Japan, the fellows will receive orientation in Tokyo before traveling to their respective accepting universities.
- The timing for the fellows to return home will be coordinated with the graduation ceremonies of the accepting universities.

Agent personnel expenses

- The number of working days of each staff member per month will be estimated as 30 days when overseas and 20 days when in Japan.

2-3 Outline of Obligations of the Recipient Country

The physical obligations of the Government of Ghana in the JDS Project, as agreed with the MOF, are as follows.

(1) Physical obligations

Continuing from the previous phase, it was agreed that the OHCS would provide a room in its offices for use by the JDS Project Agent.

(2) Roles of the Government of Ghana in the JDS Project

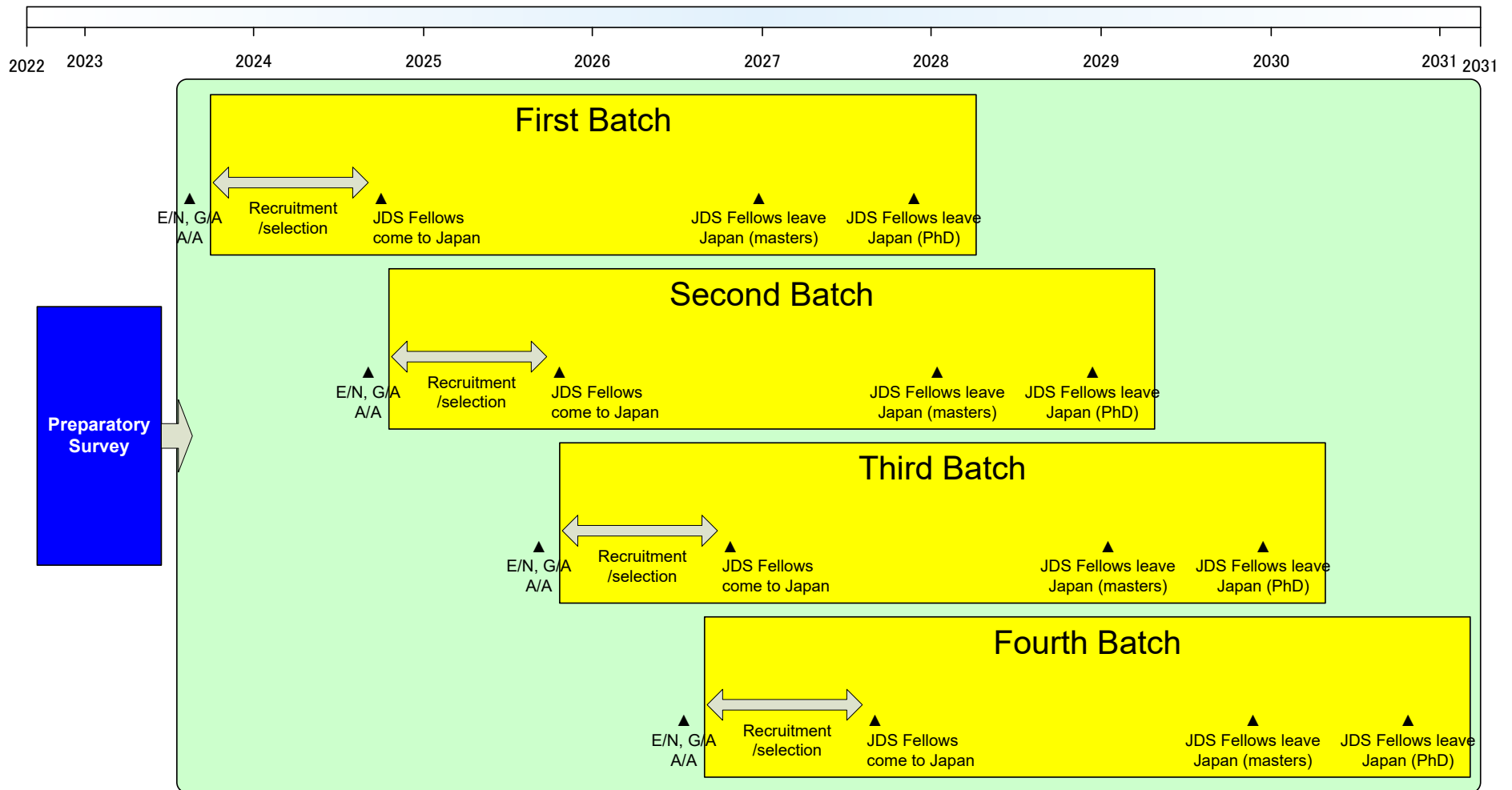
Moreover, the Government of Ghana will have the following roles in the JDS Project.

- The Ghanaian side will actively participate in the fellows recruitment and selection process to ensure that outstanding human resources are secured.

- As the implementing organization, the MOF will chair the Operating Committee two times a year and undertake a management role.
- It will stage the OC meetings and screen and select the final roster of JDS fellows out of the applicants.
- It will participate in discussions with target organizations when faculty members from the accepting universities travel to Ghana.
- After the fellows return to Ghana, it will stage a debriefing meeting to gauge the achievements from the study in Japan. Also, it will strive to ensure that the fellows return to their affiliated organizations and are assigned to departments where they can exhibit the results of their studies.

2-4 JDS Project Schedule

Based on the results of the preparatory survey, it is envisaged that the schedule of the JDS Project for the four batches of the Fourth Phase will be as follows. The Exchange of Notes (E/N) and Grant Agreement (G/A) will be concluded for each batch in each fiscal year.



Source: Created by the Consultant based on materials provided by JICA

Figure-9 Flowchart of the Ghana JDS Project (4 batches)

2-5 Recruitment and Selection Methods

(1) Recruitment Methods

Before now, recruitment activities have been implemented using the following tools. The following graph shows the type of media that applicants used to apply in fiscal 2021. This shows that only 7% of applicants applied through the website, however, 79% applied as a result of the target agency’s platform, public information seminars, fliers, posters, and introduction by superiors who attended a public information seminar. Since the internet in Ghana continues to be hampered by slow speeds and intermittent disconnections, etc., paper-based media are considered to be more effective. A high figure of 30% was obtained as a result of recruiting through the platforms of target agencies upon requesting personnel managers and state managers. These methods will continue to be employed from now on.

- Public information seminars
- Distribution of fliers and posters to target organizations
- Target agency platforms
- Opening of a website for applicants
- Direct mail and telephone calls
- Others (introduction of fellows in Japan and fellows who have returned to Ghana; recommendations by target organizations)

Until now, public information seminars have mainly been conducted in priority development areas selected by the Ghanaian side and priority assistance areas selected by JICA. However, because it is intended to primarily target central government civil servants in the JDS Project from now on, upon consulting with the OC members, the number of seminars in Accra will be increased, and seminars will also mainly be conducted in other areas where central government branch offices are located.

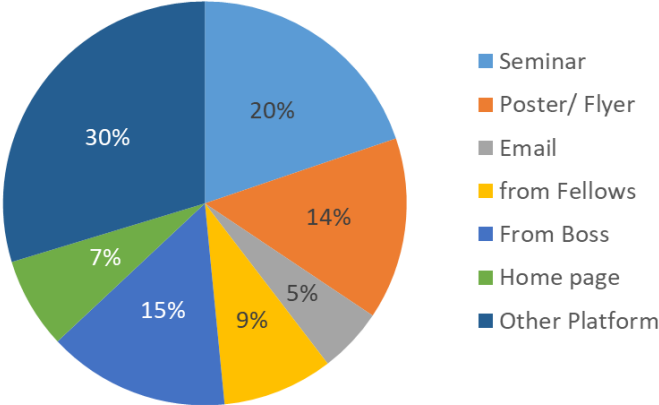


Figure-10 Application media for Ghana JDS

(2) Selection

The selection process in the JDS Project is divided into three stages: 1) screening of application documents, 2) mathematics test and English test (only when the accepting university requires), and 3) interviews comprising technical interviews by university faculty and general interviews by OC members. The following paragraphs describe the key points in each stage of implementation from now on.

1) Screening of application documents

As the first stage of screening, the application documents in each batch are forwarded to the accepting universities for screening. From 2022, an online application has been launched in addition to the conventional paper applications. Since the internet environment in Ghana is still fragile, many people still prefer to carry paper application documents rather than apply online. By adopting both the conventional paper format and the online application system, applicants will be able to submit their documentation without being impacted by the internet environment.

2) English test/Mathematics test

When required by the accepting universities following the submission of application documents, applicants need to sit an English test (IELTS) and mathematics test. Accordingly, candidates who meet the application document requirements are given guidance on taking the necessary tests. Moreover, since the mathematics test is intended to gauge basic mathematical ability, it will cover contents ranging from Japanese elementary school higher grades to senior high school. The test results will be sent with the basically checked application documents to the universities for document screening.

3) Technical interviews

As the second stage of screening, concerning candidates who successfully pass the document screening, accepting university faculty members travel to Ghana to directly conduct technical interviews. Due to the COVID-19 pandemic, because faculty members were unable to travel to Ghana, the technical interviews were conducted online. In fiscal 2022, travel restrictions were lifted, enabling the technical interviews to once more be conducted in person, however, interviews are becoming increasingly diverse. For example, concerning the universities that wish to conduct interviews by multiple faculty members, in addition to the in-person interviews in Ghana, some accepting universities are preferring to also conduct online interviews by other faculty members in Japan. Also, some accepting universities prefer to basically conduct in-person interviews because online interviews do not allow interviewers to observe candidate's real expressions and personality. Accordingly, it is proposed that the interview process be adjusted to accommodate such needs by universities to mix face-to-face and online interviews from now on.

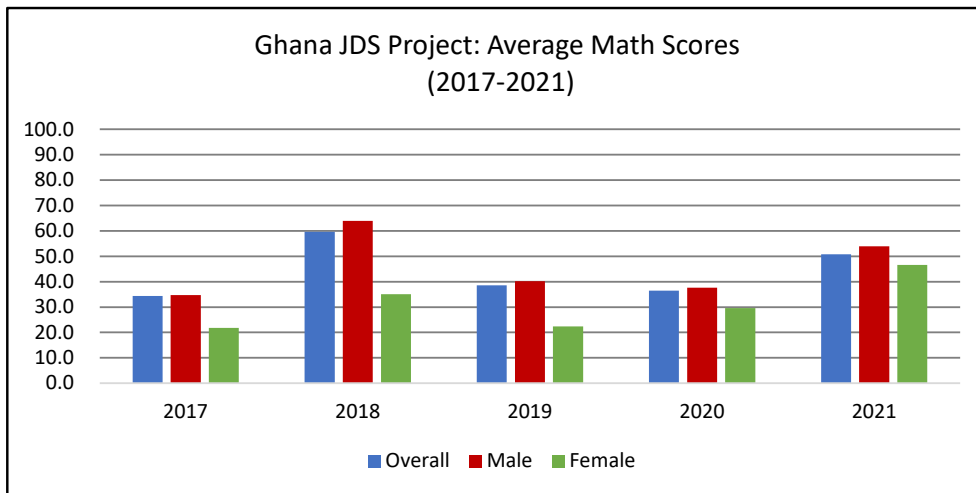
4) Final interviews

As the final stage of screening, for candidates who successfully pass the technical interviews, the Operating Committee in Ghana conducts final interviews. In the Ghana JDS Project so far, since emphasis has been placed on the academic abilities of applicants as compared to the scores given by each OC member.

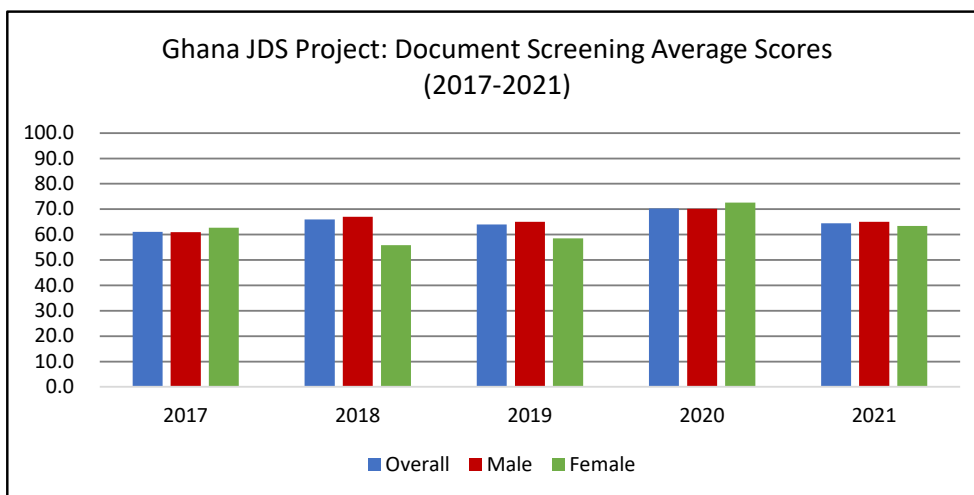
Moreover, from fiscal 2022, to ensure that candidates who can contribute to strengthening bilateral relations are selected, the following evaluation item has been added to the general interview: “Candidate has a positive and cooperative attitude toward strengthening relations with Japan”. This item lets candidates score 5 points in addition to the 100 points available from the other items.

5) Past selection results

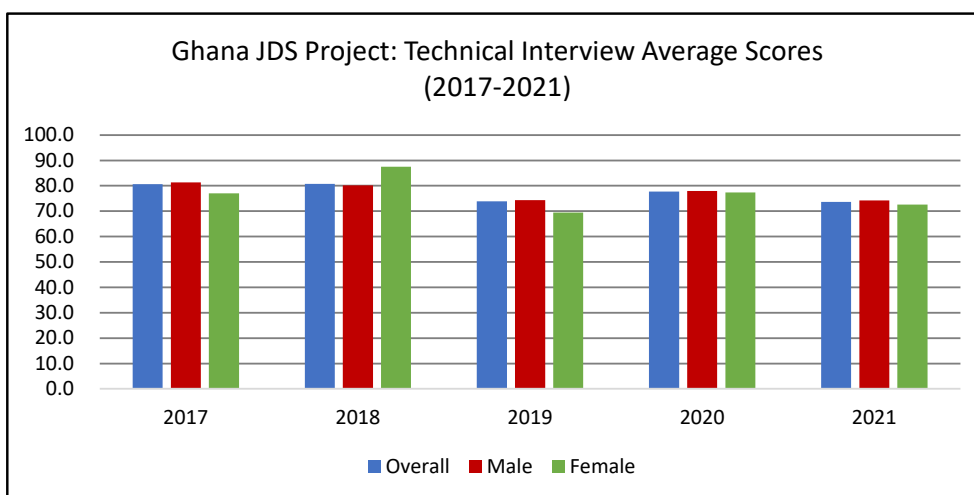
The following graphs show the average scores by gender of all applicants in the screening of application documents, mathematics tests, technical interviews, and general interviews implemented between fiscal 2017 and fiscal 2021. Although no major disparities can be seen between the male and female applicants in the results of screening of application documents, technical interviews and general interviews, the female applicants score much lower in the mathematics tests. Some universities require candidates to have mathematical ability for taking classes and conducting research. Accordingly, to increase the number of female candidates from now on, it will be necessary to improve the mathematical ability of female applicants.



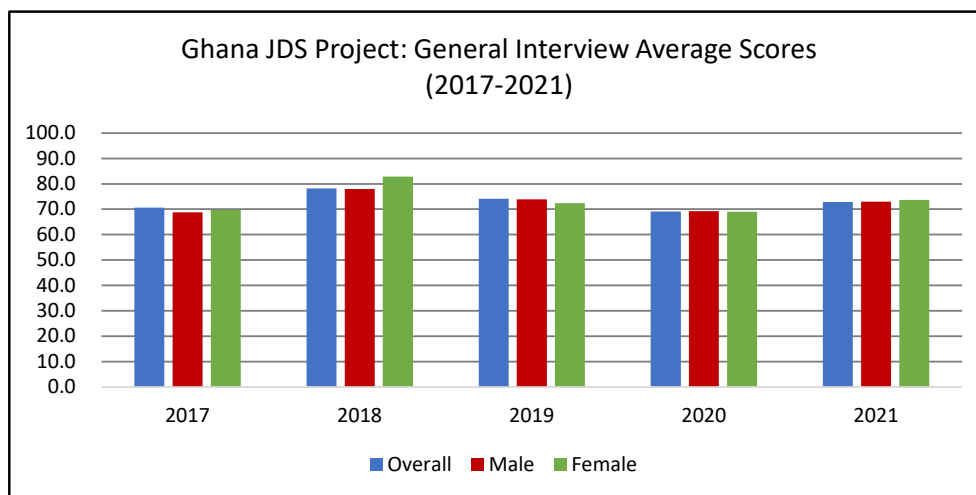
Average math scores	2017	2018	2019	2020	2021
Overall	34.40	59.60	38.56	36.50	50.80
Male	34.75	63.99	40.24	37.62	53.97
Female	21.75	35.11	22.41	29.57	46.56
Male-Female disparity	13.00	28.89	17.83	8.05	7.41



Document screening average scores	2017	2018	2019	2020	2021
Overall	61.01	65.93	63.94	70.24	64.49
Male	60.94	67.02	65.06	70.13	64.99
Female	62.69	55.88	58.50	72.58	63.45
Male-Female disparity	-1.75	11.15	6.57	-2.44	1.54



Technical interview average scores	2017	2018	2019	2020	2021
Overall	80.61	80.78	73.89	77.69	73.61
Male	81.34	80.17	74.30	77.93	74.22
Female	77	87.5	69.5	77.4	72.625
Male-Female disparity	4.34	-7.33	4.80	0.53	1.60



General interview average scores	2017	2018	2019	2020	2021
Overall	70.62	78.15	74.09	69.12	72.84
Male	68.73	77.95	73.90	69.21	72.93
Female	69.7	82.8	72.41667	69.05	73.68333
Male-Female disparity	-0.97	-4.85	1.49	0.16	-0.76

2-6 Orientation Sessions Before and After Arrival in Japan, and Activities for Adding Value, etc.

To differentiate the JDS Project from other scholarship programs, the JDS fellows take part in various events before and after their arrival in Japan in an effort to add to the value of the Project. Specifically, the fellows receive briefings on culture, customs, medical care, housing and other matters needed for living in Japan, and it is planned to provide Japanese learning before and immediately after they arrive in the country. The Japanese learning time will comprise 135 hours and have the aim of bringing the fellows up to the N5 level, which is defined as “the ability to understand some basic Japanese”, in the Japanese language proficiency test. Following arrival in Japan, lectures will also be conducted on Japanese culture, customs, traffic safety, housing, medical care, etc. to ensure that the fellows can quickly become accustomed to living in Japan without experiencing any troubles with the people around them.

The value-added training that is planned while the fellows are in Japan will be conducted during extended recesses to allow as many fellows as possible to participate. Since fellows have limited opportunities to learn about Japan when they focus on specialist fields in university, the value-added training will give them the opportunity to deepen their experience and understanding by observing technologies, natural heritage, historical heritage, etc. which they can only experience in Japan, and learning about Japanese public and private sector initiatives for promoting local development, examples of IT utilization and so on. The effectiveness of the value-added training can be enhanced by planning tours that combine classroom learning with field inspections, thereby allowing the fellows to combine knowledge with experience. We are expecting to conduct training for not only the JDS

fellows from Ghana but also those from other countries. Rather than raising focused themes, transversal themes will be addressed.

2-7 Monitoring, Welfare and Guidance

Among past fellows of the Ghana JDS Project, there have been cases of, regarding the academic aspect, low awareness in respect to test cheating and plagiarism, and in the everyday life aspect, troubles arising from failure to comply with the JDS Project's regulations and social rules. In the orientation sessions before and after arrival in Japan, it is intended to place emphasis on explaining the above matters and other matters that can be construed as criminal behavior or problematic in Japan. In particular, the following matters will be stressed to the JDS fellows, and they will be required to sign an oath before they start life in Japan. Also, during studies in Japan, monitoring will be conducted, and the following caution points will be stressed.

- Definitions and prohibition of test cheating and plagiarism
- Definitions and measures to prohibit harassment (sexual harassment, moral harassment)
- Prohibition of engaging in part-time work
- Emphasizing studies if fellows are accompanied by family members
- Life-related rules concerning waste separation, noise, and hygiene
- Payment of rent, utility bills and other charges on time

Also, it is proposed that the Agent visit each university once every quarter to meet with the fellows and faculty members in charge of them and monitor conditions. At these times, the Agent will also obtain records of the fellows' academic results. The monitoring is intended to oversee not only the academic progress of the fellows but also make sure that they are enjoying good physical and mental health. If a serious problem arises, the Agent will cooperate with the accepting universities and JICA in finding a solution.

2-8 Follow-up Plan

On completion of the Third Phase of the Ghana JDS Project, a total of 117 JDS fellows (113 master's fellows and 4 doctoral fellows) had returned to Ghana. Since the number of JDS fellows who have returned to Ghana is increasing every year, in the Fourth Phase, it is proposed that follow-up activities be enhanced.

So far in the JDS Project, we have gauged the current conditions of the JDS fellows who have returned to Ghana and encouraged them to attend Japan-themed events and seminars staged in cooperation with the Embassy of Japan and association of Japanese-affiliated corporations in Ghana. In gatherings of the association of Japanese-affiliated corporations in Ghana that were held every two months before the COVID-19 pandemic, JDS fellows who have returned to Ghana were asked to appear as guest speakers and give presentations on topics of interest for Japanese companies, for example, business opportunities and policy trends within government offices. The former fellows were also invited to

social gatherings on such occasions. Since the Japanese-affiliated corporations are strongly hoping that the JDS fellows who have returned to Ghana participate in their corporate activities, and many of the fellows themselves wish to maintain links with Japan, it is planned to resume the above activities while monitoring the COVID-19 situation.

Also, in the Fourth Phase, considering the increasing number of JDS fellows who have returned to Ghana and the sentiment that exists among them, an alumni association of former JDS fellows will be established. Specifically, this will be done when faculty members from the accepting universities visit Ghana to conduct technical interviews in the follow-up seminar (which will be compulsory from 2023), while the subsequent social gathering will be utilized as an opportunity to invite the JDS fellows who have returned to Ghana, officials from their affiliated organizations, and Japanese stakeholders (JICA, Embassy of Japan, Japanese-affiliated corporations) and promote mutual understanding and friendship. If alumni association activities become more active, and if vertical and horizontal ties among former international students is strengthened beyond generations and organizations, the presence of Japan in the Ghanaian Government and its influence on government decision-making will increase.

2-9 Examination and Design of a JDS Japanese Language Frame for Enhancing Diplomatic Significance

In the JDS Project, the accepting university departments require that instruction be provided, and credits acquired in English. However, it is thought that human resources could achieve better communication with Japanese people, become more accustomed to Japanese life, and deepen their understanding of Japanese culture and customs if they could communicate in the Japanese language. Accordingly, in the preparatory survey, investigation was conducted regarding the feasibility of establishing a Japanese language frame for acquiring a master's degree in Japanese. There are one or two human resources in MFARI who can understand Japanese, however, they have participated in the "Japanese Language Training for Diplomats and Civil Servants", which entails inviting diplomats and civil servants from ODA recipient countries to Japan for eight months of training in Japanese language and culture. To obtain a degree in Japanese language at a graduate school in Japan, since it is necessary to write a dissertation in Japanese and read large quantities of Japanese specialized texts and materials, a high level of Japanese language proficiency, equivalent to the N1 level in the Japanese language proficiency test, is required. According to the Embassy of Japan in Ghana, considering that the period of study in Japan in the JDS Project is short, the fellows are unlikely to possess the required Japanese language ability, and it will be difficult to have enough applicants continuously fill four batches, there is little significance in establishing a Japanese language frame. However, in readiness for the time when applications are made by candidates endowed with high Japanese language ability in future, it is desirable to make the JDS scheme flexible enough to accept such fellows, connect them to Japanese university schools that are open to receiving them, and enable them to take examinations not necessarily linked to the conventional research fields.

CHAPTER 3 VERIFICATION OF RELEVANCE OF THE JDS PROJECT

3-1 Consistency of the JDS Project with Development Issues and Aid Policy

- (1) Positioning of the JDS Project Target Fields and Development Issues in Ghana's Development Strategy and Japan's Ghana Aid Policy

In the latest phase of the Ghana JDS Project, for the objective of improving the administrative capacities of administrative officials and their affiliated organizations, the first Sub-program is specified as "Improvement of administration and public finance functions", and the accessory components are: 1) Support for strengthening capacities for administering economic and fiscal policies, 2) Support for strengthening capacities for public financial management, 3) Support for strengthening of administrative capacities, and 4) Support for strengthening of international relations capacities. Moreover, considering the importance of the public health field in Ghana, the second Sub-program is "Universal health coverage (health)" with the attached component of "Support for strengthening capacities for administering health policy".

In Ghana, as a medium-term plan, the seven-year Coordinated Programme of Economic and Social Development Policies (2017-2024) is currently being implemented.

The medium-term plan aims to realize: "Equal opportunities for all citizens", "Environmental preservation", "A united and stable society", and "A prosperous society". In the area of "Governance, corruption and social accountability", in order to make public policies more effective, it is regarded as essential to reinforce the policymaking and monitoring and evaluation capacity of civil servants in the public sector including government Ministries and agencies such as the National Development and Planning Commission (NDPC), Office of the President (OoP), and Ministry of Finance MOF.

Meanwhile, according to the latest (2019) version of MOFA's Country Assistance Policy for the Republic of Ghana, the major goal is stated as, "Promotion of sustainable and stable economic growth", indicating that strengthening of the human base of civil servants, etc. is also important for Japan. The priority fields (medium goals) are stated as: "Infrastructure development", "Strengthening of the industrial base including agriculture", "Public health", and "Human resource development". Particularly concerning "Human resource development", the following is stated: "To develop human resources who can drive the improvement of administration and fiscal management amidst the advancement of decentralization, focus will be directed to strengthening the basic capacities of civil servants through strengthening the functions and quality of the Civil Service Training Center, strengthening the administrative capacities of local governments that are responsible for undertaking decentralization, and strengthening financial management capacity for establishing fiscal discipline. Moreover, through "Support for strengthening capacities for administering health policy" targeted in the JDS Project, as continued assistance will need to be

directed towards the Government of Ghana's initiatives in the area of universal health coverage (UHC) and hence the support in this area is considered appropriate.

Considering the above, the JDS Project, which aims to improve the capacities of administrative officials and their affiliated target organizations, is consistent with the national development policies of Ghana and Japan's Ghana aid policy.

(2) Relevance of Selected Fields

Apart from the new component of "Support for strengthening of international relations", which was established for the first time in the Fourth Phase, judging from the high application rates of 4 times the number of slots for each area so far, there are deemed to be high needs. In fields that have produced returnees, many of them have been promoted to leadership positions in their home countries. Moreover, concerning the said new component, it was found from hearings in the preparatory survey that there is a pressing need to train employees who are well versed in international law, trade and investment policy. Establishing this Component is expected to attract applications from MFARI and other target institutions with close ties to foreign countries, making it highly significant in terms of diplomacy. Accordingly, in all five components, the selected fields are deemed to be valid.

1) Support for strengthening capacities for administering economic and public financial management for Economist

Since many of the high-ranking officials (Head or Director class) in the main target organization (MOF), although they are not JDS alumni, have been appointed from persons who have experience of studying in Japan (2 Directors) In addition there are former and current JDS fellows (6 members as of 2022) in MOF, and hence a critical mass of those who studied in Japan is already being formed in MOF. A former JDS Fellow of the second phase first batch belongs to the Budget Division, which is responsible for compiling budget, and is section manager in a core department directly involved with policymaking in the MOF. Also, the Bank of Ghana, which is another key target organization, has so far produced 7 JDS fellows. Among these members, 5 fellows have been assigned in the Research Division, which is responsible for compiling financial policies, while 3 fellows have been appointed to positions of Deputy Manager or higher.³³ In particular, a former JDS Fellow of the first phase first batch has been promoted to the post of Assistant Director of the Research Division in the Bank of Ghana. Accordingly, now that 10 years have passed since the start of the JDS Project, JDS fellows who have returned to Ghana have come to occupy key posts in their respective organizations.

Concerning the Third Phase Component of "Public financial management (economics)", the client has requested that target organizations be limited to the Ministry of Finance, its subordinate

³³ According to BOG the number of personnel who are Deputy Manager or higher position are 34 as of April 2023.

agencies and the Bank of Ghana. Applications in this sector have consistently reached the target of four times the capacity. In future, since the MOF Personnel Department has given assurances that potential applicants will continue to be actively sought, a similar level of competition is expected to continue.

Moreover, according to MOF, due to the financial crisis that has continued since 2022, there are higher needs than ever for development of human resources in the areas of fiscal and financial policy.

Considering the above points, Ghana has an urgent need to continue training personnel who are well-versed in economic and financial policies, and selection of this Component is deemed to be valid.

2) Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator

This Component is being continued from the previous phase, however, since the first graduates were only just produced in September 2022, it is too early to discuss the subsequent career activities of fellows. Public financial management is intended to realize appropriate management of the flow of activities comprising financial planning, budget formation, budget execution, accounting and procurement, financial reporting, and audit, and since this capacity is an essential requirement of all civil servants involved in policymaking in central government. So far, this component has primarily targeted economists in the MOF and Bank of Ghana and applications have reached the target of four times the capacity.

In the Fourth Phase, not only economists but civil servants in general will be more widely targeted. Accordingly, if the target organizations are broadened to include central government personnel in general, large numbers of applicants (more than four times capacity) can be anticipated.

3) Support for strengthening capacities for public administration

This component is oriented towards strengthening of administrative capacities and is deemed to be beneficial for all government offices, especially central government offices involved in policymaking. As is also the case with “Support for strengthening capacities for public financial management”, the first graduates only appeared in September 2022.

Moreover, in the Third Phase component of “Support for strengthening capacities for public administration” the ratio of female applicants was relatively high at between 30-50%, as compared to 10-20% for other components. This is thought to be because this component targeted secretarial posts, which are largely filled by women, and also because the accepting universities did not require candidates to take a mathematics test when applying. Moreover, according to the results of the Fourth Phase preparatory survey, females account for roughly 40%

of all civil servants. This component has so far attracted a high ratio of applicants (the average application competition has been 7.5 times the capacity over the past three years), and it is expected to remain highly sought after and popular with female applicants.

4) Support for strengthening capacities of international relations

This component was targeted for the first time in the Fourth Phase. According to hearings conducted in the preparatory survey, human resources in the primary target of MFARI tend to prefer studying for master's degrees at universities in Ghana or overseas where it is possible to obtain a degree in one year. Whereas civil servants in Ministries have to work four years before they are allowed to go on paid overseas study, civil servants in MOFA are assigned to overseas posts after four years. Moreover, since time spent on overseas study is not counted as work experience, meaning that promotion gets delayed as a result of studying abroad, MOFA officials have tended to seek overseas appointments rather than study opportunities. The MFARI Personnel Department intends to hold discussions with OHCS concerning the possibility of allowing personnel to take study leave with pay before they have worked four years, and it is hoped that the Japanese side also encourages MFARI to adopt such a special scheme for encouraging overseas study from now on. Meanwhile, at International Christian University, which newly became an accepting university in the Fourth Phase, the period of study is 21 months, and since it is not necessary to obtain permission from OHCS for overseas study of less than two years, it is possible for Ministries to make final decisions about letting personnel study abroad, and MFARI has also been positive in encouraging its personnel to apply for the JDS Project.

Also, in hearings with the MOTI Personnel Department, since there was found to be an urgent need to develop personnel who are well-versed in international law, trade, and investment policy, this component is deemed to be valid.

5) Support for strengthening capacities for implementing health policy

The public health sector has so far attracted a lot of applications from the GHS and other agencies rather than from the MOH proper, while personnel are transferred from the said agencies to the MOH. Three former JDS fellows out of 22 have actually transferred from these agencies to the MOH: two of them have joined the Policy Planning, Monitoring, and Evaluation (PPME) Division, which is responsible for policymaking and monitoring, and one has become a secretary to the minister. In addition, two former JDS fellows have become GHS Regional Directors, realizing promotions with remarkable speed within the seniority system of Ghana.

The ratio of applications has constantly been more than 10 times the capacity in recent years, however, it fell to seven or eight times during the COVID-19 pandemic. However, it rebounded to 12 times in 2022, and this popularity is expected to continue in future phases.

Accordingly, this component, which aims to realize human resource development in the public health field, is deemed to be highly valid.

(3) Conclusion regarding Validity

As a result of examining the above points, the JDS Project and the Fourth Phase sub-programs and components are deemed to have high validity. The Project objective of improving the capacities of individual administrative officials involved in planning and implementing policies, and of their affiliated target organizations, is consistent with the government of Ghana's overall goals and Japan's aid policy and is thus highly valid. Moreover, by selecting the administration and public finance field and the public health field, since both are pillars of Ghana's national development plan and priority areas of Japan's aid policy, it is deemed that these two components will contribute to the development of human resources who can plan and implement appropriate policies in each field. Adding Component 1-4 "Support for strengthening capacities for international relations (including international law and diplomacy)" will further strengthen bilateral relationship/ Furthermore, as a result of conducting hearings into human resource development needs, personnel managers in all target organizations voiced high needs for secretarial personnel and general civil servants to select research themes and obtain master's degrees related to such skills as public management, financial affairs, legal affairs, policymaking, policy monitoring and evaluation, project management, etc. Accordingly, the JDS Project is deemed to be consistent with these needs.

3-2 Anticipated effects of the JDS Project

According to hearings in the preparatory survey, JDS fellows who have returned to Ghana are incorporating the analysis and research methods they learned at their accepting universities and the desirable practices they picked up in Japan (discipline, diligence, humility, respect for others, punctuality, etc.) into their work. According to the OC members and the personnel departments of their affiliated organizations, they are highly rated by their superiors and peers and impart good impressions in interviews for promotion; hence, they tend to be promoted faster than other employees.

Here, we introduce some examples of good practices to demonstrate the positive effects that the JDS Fellows who have returned to Ghana are imparting.

(1) Contributions to resolving Ghana's development issues

After studying at Kobe University Graduate School of International Cooperation Studies, this Fellow was immediately as a manager in the Research Division of the Bank of Ghana and used parts of his master's graduation thesis in giving a presentation for the Financial Policy Committee, which mostly comprises top managers. In his current capacity as Deputy Director of the Financial Policy Section in the Research Division, this former Fellow now gives advice on financial policy based on economic data to the top management of the Bank of Ghana. Moreover,

the top management have appointed him to represent the Bank of Ghana on the national budget compilation team. (Deputy Director of the Survey Division, Bank of Ghana, graduate of Kobe University)

Before studying in Japan, this former Fellow worked as a nurse in a regional hospital, however, after acquiring a master's degree at the International University of Japan Graduate School of International Relations and returning to Ghana, he was appointed to the Policy Planning Division of the Ministry of Health (MOH). After that, he applied for a scholarship sponsored by the Government of South Korea, acquired a doctor's degree in South Korea, and returned to Ghana in 2021. After returning to Ghana, he returned to the MOH, where he helps with public health policymaking in his current capacity as a public health policy analyst. (Ministry of Health, Policy Planning Division, public health policy analyst, graduate of the International University of Japan)

In interviews with personnel officers and managers in target agencies, it was said that overseas study does not impact promotions, however, responses by JDS fellows who have returned to Ghana indicate that study in Japan does have an impact. For example, after obtaining a master's degree in Japan, JDS fellows have experienced the following: 1) transfer to a department (Ministry of Finance) related to the master's thesis, 2) faster promotion than colleagues (Ministry of Finance), 3) transfer from a regional office to Accra (GSS), 4) transfer as a nurse in a remote area to the PPBME in the central Ministry, followed by acquisition of a doctorate scholarship in South Korea, and so on.

(2) Strengthening of Relations with Japan/diplomatic contribution

After obtaining a master's degree at Kobe University Graduate School of International Cooperation Studies, this former Fellow was assigned to the Public-Private Partnership Division of the MOF. In the desalination plant development project by Befesa Desalination Developments Ghana Ltd., which was established under joint funding by Sojitz Corporation and the Spanish company Abengoa, he acted as the MOF liaison and coordinator between the Japanese, Spanish and Ghanaian sides. (Ministry of Finance, Public Investment Division, Chief Economic Officer, and graduate of Kobe University)

As Secretary to the MOH Minister, he served as liaison and coordinator with Japanese officials, and was the point of contact for JICA Ghana Office and former Chief Director, and for meetings between the Japanese Ambassador to Ghana and the Minister of Health (PPBME from Ministry of Health and graduate of International University of Japan)

The following sections introduce some episodes of good practices involving former JDS fellows.



Bank of Ghana, Chief Manager and Financial Policy Section
Deputy Director

Mr. Amponsah Kwadwo Tabi
JDS Ghana First Phase First Batch (came to Japan in 2012)
Kobe University Graduate School of International Cooperation Studies,
graduated in 2014

◆ Background to promotion

Before I went to Kobe University in 2012, I worked as a Division Deputy Director at the Bank of Ghana. After returning to Ghana in 2014, I was promoted to Division Director in 2015, and was promoted to the next rank of Deputy Manager and then Deputy Director of the Fiscal Policy Section of the Research Division in 2019. I was appointed as Chief Manager in 2022 and am currently studying for a doctor's degree at Nagoya University.

◆ Life while studying in Japan

1. Academic aspect

My workplace superior recommended that I apply for the JDS scholarship. After studying at university, my ability to analyze financial affairs was enhanced and I became able to combine theory and practice. Thanks to my tutor, who always cheerfully offered assistance when I encountered difficulties in my studies, I was able to obtain good grades at university.

2. Daily life

Life in Japan was a wonderful experience. At the beginning, I was assigned a tutor, who offered constant guidance on life matters and academic issues. Moreover, officers of the student union at the university offered all the support that the JDS fellows needed. Since they planned various activities such as parties and day trips, I always had something to do on the days I had no lessons. Moreover, the support staff of the Agent always helped the fellows in matters concerning health, transport, residence, entertainment, buying food in supermarkets and so on.

3. Additional comment

The course contents at Kobe University ranged from textbook knowledge to practical skills that I have been able to utilize in my work. Moreover, the knowledge and skills I acquired in my learning Kobe University have also imparted positive effects on my social and home life.

◆ Links with Japan after returning to Ghana

Even after returning to Ghana, I have maintained close links via telephone and social media with my tutor and classmates. I met my classmates when I went on an overseas business trip, and some of them contacted me when they visited Ghana. I offered all the necessary supports to ensure they had a pleasant stay while they were in Ghana.

◆ Lessons for the JDS system

I have recommended the JDS program to people who have a desire to improve themselves and a sense of curiosity in their studies and life in general. Some people have successfully applied to the program after hearing my experiences. I also continue to encourage those who have applied to the program without being accepted.

◆ Episodes of contributing to policymaking and development / Episodes of contributing to bilateral relations

In my current capacity as Chief Manager, I advised the top management of the Bank of Ghana concerning financial policy problems. I was then asked to give a presentation at the Financial Policy Committee, where I shared part of my graduation thesis with the top management. Moreover, the top management appointed me to represent the Bank of Ghana on the national budget compilation team.



District Director of Health Services, Ghana Health Service

Mr. Annobil Isaac
JDS Ghana Second Phase First Batch (came to Japan in 2016)
Nagasaki University School of Tropical Medicine and Global Health,
graduated in 2018

◆ Background to promotion

After starting my career as a technical officer (disease control) for Ghana Health Service in Volta Region in 2008, I have consistently worked on strengthening National Community Health Planning and Services (CHPS) through promoting vaccinations monitoring, conducting technical support and supervision related to public health activities with other districts, and reinforcing dialogue with stakeholders in the local community. After returning to Ghana, I was appointed as temporary District Director of Health Services in Jasikan District in 2019 and as the District Director of Health Services of Ghana Health Service on September 1, 2022.

◆ Life while studying in Japan

1. Academic aspect

My studies at Nagasaki University were the most wonderful learning experience of my life. The university's facilities were excellent, and I was able to meet key persons in the global health field in Japan and overseas. Since I was able to easily replay lectures and seminars on the university's portal site, this helped me deepen my understanding.

In the department's short-term learning program, I participated in global health practical training for two weeks in the Philippines. It was both enjoyable and a wonderful experience for me to meet with various persons involved with providing public health services and to learn about how the medical care system in the Philippines is decentralized, and how barangay health workers are utilized to link communities with primary medical care.

Also, I had the opportunity to work as an intern for two months in the EPI Section at the UNICEF Nepal Office, and I was able to deepen my understanding of its role in UNICEF's public health program, the evaluation process, policies, management, surveying and funding.

2. Daily life

The Japanese are the kindest and most well-mannered people I have ever met. My life in Japan was safe, peaceful and convenient, and after I returned to Ghana, I missed eating Nagasaki *udon* and *champon* noodles and shopping at 100-yen stores. I never got bored of walking around the beautiful town of Nagasaki and riding on its tramcars. Towards the end of my stay, I was able to see Urakami Cathedral from my apartment window and felt great peace as a Catholic.

3. Additional comment

My studies in Japan were the most wonderful and fulfilling experience of my life. My learning has proved useful in my work field of fair access to health systems and strengthening of public health systems. Moreover, I learned how to apply practical, organizational, efficient and critical thinking to resolving the issues I encounter in my work.

◆ Lessons for the JDS system

The JDS program is an outstanding scholarship program that offers numerous supports for fellows. Thanks to the language training I received before traveling to Japan, the orientation following arrival, and the various support I received during my studies in Japan, I was able to lead a safe and full student life. I hope that such a precious human resource development program will continue in the future.

◆ Episodes of contributing to policymaking and development / Episodes of contributing to bilateral relations

I currently compile public health strategies on the district government level, and the research and analysis techniques I learned at Nagasaki University are proving to be useful. These strategies are helping to improve access to priority medical services with particular emphasis on primary medical care on the local government level.

3-3 Comparative Superiority with Scholarship Programs of Other Donors

In the JDS basic research, the elements and causes that influence the outputs and impacts of the JDS Project are analyzed as shown in the following table. To maintain relative superiority compared to other scholarship programs, it is necessary to maintain and enhance positive factors and improve the negative factors.

Table-26 Factors Influencing Outputs of the JDS Project as Indicated in the JDS Basic Research

Item	Positive factors	Negative factors
Recruitment and selection and before arrival in Japan	<ul style="list-style-type: none"> • High transparency of selection • University faculty members conduct interviews in Ghana and contribute to selecting appropriate human resources • The fields of acceptance are consistent with development needs • Recommendation of applications by the recipient government 	<ul style="list-style-type: none"> • Requirements are set regarding practical work experience • Target organizations and fields are limited • The selection period is prolonged • There is little preliminary training for improving English ability • There is no training for learning about Japanese culture and language • Rules during the stay in Japan are rigid
During stay in Japan	<ul style="list-style-type: none"> • Provision of high-quality education opportunities in Japan • Generous life support for fellows 	<ul style="list-style-type: none"> • Awareness is low among Japanese government offices
After returning to Ghana	<ul style="list-style-type: none"> • Network building between JDS fellows who have returned to Ghana and accepting universities • There are regulations for returning to work. The Government of Japan encourages the recipient government to appropriately assign the JDS fellows who have returned to Ghana 	<ul style="list-style-type: none"> • The Government of Japan, corporations, etc. do not have systems for utilizing JDS fellows who have returned to Ghana • The JDS fellows have no means of obtaining information from Japan or for exchanging information with fellows who have returned from other countries after returning to Ghana. It's hard for them to hold an identity as "former JDS fellows".

Source: JDS Basic Research Report, 2020

The following table shows a comparison of the JDS Project with the scholarship programs of Australia, South Korea, China, and the Netherlands. It will be important to appeal the attraction of the JDS Project to outstanding potential candidates by stressing the items where it has an advantage.

Table-27 Comparison of Scholarship Programs

	South Korea	China	Australia	Netherlands	Japan
Program	CIAT	Great Wall	AAA	OKP	JDS Project
Project start year	2012	2015	2004	-	2012
Targets	Civil servants	Private sector	Civil servants, Private sector	Civil servants, academics, Private sector	Civil servants
Number of accepted fellows	40 (Actual figure in 2022)	No set frame	Varies according to budget	No set frame	12+1
Degrees	Master's/Doctor's	Master's/Doctor's	Master's/Doctor's	Master's/Doctor's	Master's/Doctor's
Study period (master's)	1.5 years	2~3 years	1~2 years	1~3 years	2 years
Special measures	Women and disabled persons are actively recruited.	None in particular	There is a special frame for women and disabled persons Final male to female ratio is 1:1	None in particular	None in particular
Support system	By KOICA employees assigned to universities	None in particular	Entrusted to the consigned company	Entrusted to the consigned company	Entrusted to the consigned company
Others	Family members cannot be called over. There are many short-term training programs that target regional civil servants, and many participants can join alumni associations.	There are numerous overseas study programs including short-term training programs covering a broad range of fields and accepting universities. fellows can call over family members and drive a vehicle at their own risk.	Family members can join fellows from the first day, and fellows can also drive a vehicle.	There are numerous overseas study programs including short-term training programs covering a broad range of accepting universities	A special program budget is allocated to preliminary training and fieldwork, etc. All fellows are assembled for interim training, allowing them to acquire necessary knowledge and conduct networking.

According to the hearings and questionnaires, the advantages of the JDS Project compared with the scholarship programs are that the selection process is transparent, the program contents are relatively consistent with the needs of civil servants in Ghana, and value-added activities for resolving issues in the recipient country and nurturing leaders are provided through the special program, etc. in addition to existing university programs. Moreover, another popular point is that, because the Agent has offices in Japan and Ghana, fine-tuned services are provided for the recruitment and selection of candidates, sending of fellows to Japan, periodic follow-up after orientation after returning to Ghana, and transmission of information concerning meetings of Japanese company groups and Japanese events. Another advantage of the JDS Project is that it offers orientation training after arrival in Japan and periodic monitoring and support while the fellows are in Japan.

On the other hand, candidates are discouraged by the current age limit on applicants (42 years old or younger) and the fact that the selection process entails two interviews and a mathematics test. Improvements are also desired regarding the fact that applications cannot be completed online, candidates have to decide their research themes when applying, and expenses are not provided for temporary return to Ghana (expenses are provided under the Australia Award scholarship program if fellows leave family members back home). (1) Advantages of the Australian scholarship program are that the amount of the scholarship grant is high, air tickets are provided for fellows who go back to their home countries one time, and there is no age limit on applications. (2) The scholarship program offered by China's Department of Commerce has an age limit of 45 years, (3) while the South Korean program specifies 40 years old or younger. However, both China and Korea programs recognize exceptions if accepting universities are willing to accept older candidates, and similar flexibility is desired from the JDS Project too.

3-4 Project Evaluation Indicator Related Data

Up to the Third Phase of the Ghana JDS Project, periodic monitoring and evaluation was conducted before, during and after the period of study in Japan to determine how far the Project goals have been achieved and how effective the implementation process has been. The monitoring and evaluation items comprised the following three types:

- Changes in the ability of fellows and benefits for target organizations (implementation of three questionnaires, i.e. before arrival in Japan, one year after arriving in Japan, and following return to Ghana, targeting the fellows, accepting university tutors, and fellows' superiors)
- Daily life and academic life of fellows in Japan (implementation of two questionnaires, i.e. one year after arriving in Japan and following return to Ghana, targeting the fellows and accepting university tutors)
- The Ghana JDS Project in general (implementation of two questionnaires, i.e. before arrival in Japan and following return to Ghana, targeting the fellows and accepting university tutors)

By having more of the targets respond to the questionnaires, it is possible to obtain a more objective evaluation of the overseas study.

(1) Past results of monitoring and evaluation in the Ghana JDS Project

The current incumbancy rate, position rate of alumni, and degree attainment rate for the Ghana JDS Project are as follows. Note that the 2022 graduates are not eligible for promotion since they have just returned to their home countries and their assignments have just been decided, and the position rates are from the first generation to the 2021 graduates.

Table-28 Past JDS Program Incumbancy Rates, Alumni Position Rates, and Degree Acquisition Rates (as of May 2023)

Incumbancy rate	75/77 (97.4%)
positon rate (section manager or above)	42/65 (65%)
Degree attainment rate	77/77 (100%)

Average values for all responses to each item have been computed from the results of questionnaires implemented over the past three years (JDS fellows from fiscal 2019-2021 who have returned to Ghana).

(2) Ability of fellows

1) Self-evaluation by fellows (timing of evaluation: before arrival in Japan, after one year of study in Japan, after returning to Ghana; 10-step rating)

The questionnaires targeting the fellows were implemented to gauge conditions concerning their skills (professional knowledge and skill, problem-solving ability, logical thinking skill, judgment skill, etc. concerning development issues in their fields) and attitude (discipline, ethics, sense of responsibility, enthusiasm, etc.).

Compared to before arrival in Japan, it can be seen that ability based on self-evaluation improved over time. From the written responses, it can be seen that the fellows deepened various cultural understanding, their sense of responsibility and logical thinking skill were heightened, they acquired discipline, a sense of moral and ethics, and judgment skill, and they utilized these skills in their jobs. Moreover, since these benefits extended beyond the individual fellows to their organizations, the findings indicate that the study program has imparted positive results.

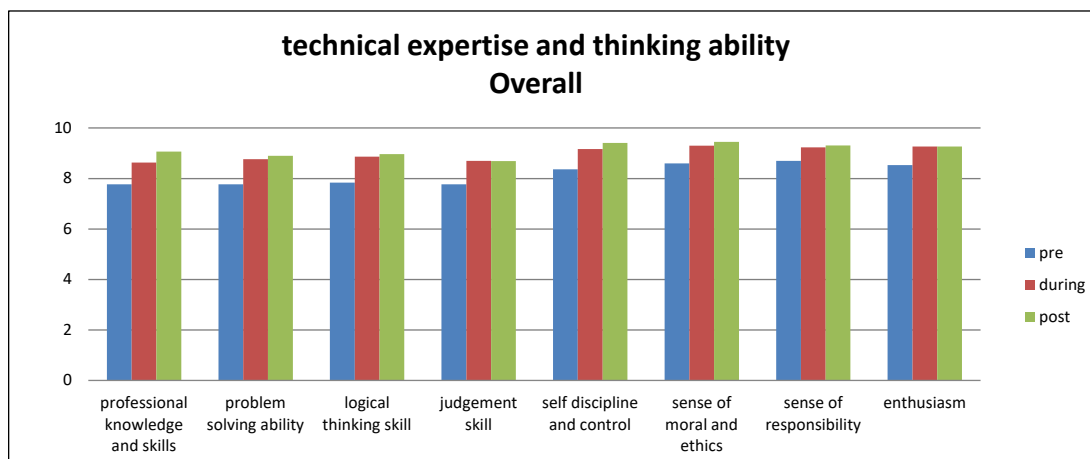


Figure-11 Results of Self-Evaluation by fellows
(average of fiscal 2019-2021 JDS fellows who have returned to Ghana)

- 2) Questionnaire targeting faculty members in charge (timing of evaluation: after one year of study in Japan, after returning to Ghana; 10-step rating)

Similar to the questionnaires targeting the fellows, questionnaires targeting the fellows' accepting university faculty members in charge were implemented to gauge skills (professional knowledge and skill, problem-solving ability, logical thinking skill, judgment skill, etc. concerning development issues in each field) and attitude (discipline, ethics, sense of responsibility, enthusiasm, etc.). For almost all items, the tutors gave higher scores after the fellows had returned to Ghana than they did at one year into their studies.

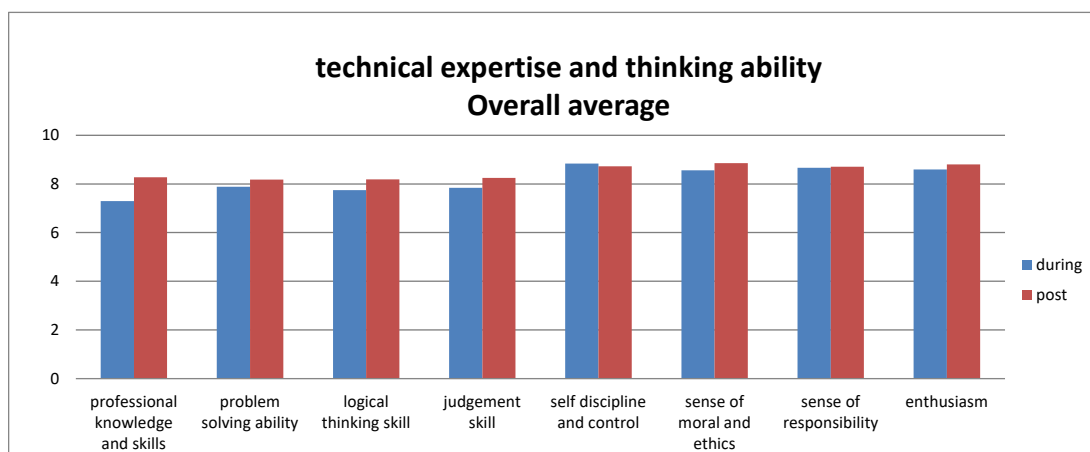


Figure-12 Results of Evaluation by Faculty Members in Charge
(average of fiscal 2019-2021 JDS fellows who have returned to Ghana)

- 3) Results of questionnaire for superiors (timing of evaluation: before arrival in Japan, after returning to Ghana; 10-step rating)

Questionnaires concerning the same items were also implemented targeting the fellows' superiors. For all items, the superiors gave higher ratings for the fellows after they had returned

to Ghana than they did before they arrived in Japan. In the written responses, a number of superiors remarked that the fellows had a good sense of ethics and leadership abilities for executing their work.

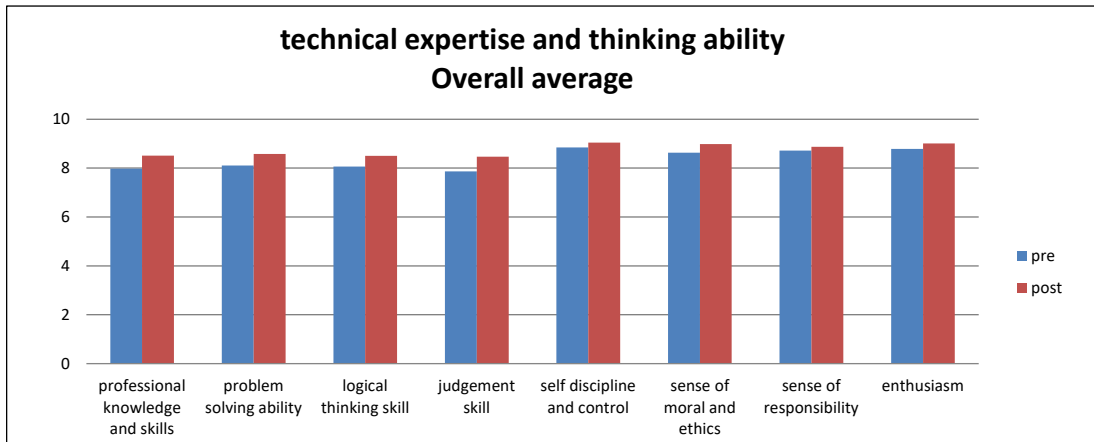


Figure-13 Results of Evaluation by Fellows' Superiors
(average of fiscal 2019-2021 JDS Fellows who have returned to Ghana)

- (3) Concerning fellows' daily life and academic life in Japan (timing of evaluation: after one year of study in Japan, after returning to Ghana; 10-step rating)

The questionnaire investigated about acquisition of knowledge for resolving development issues, results of research, smoothness of communication with faculty members, and whether troubles were experienced during studies in Japan. The findings showed that the fellows' level of satisfaction with their academic studies and daily life improved over time. In the written responses, the fellows remarked that the studies helped them improve their logical thinking skill, research ability, problem-solving ability, etc.

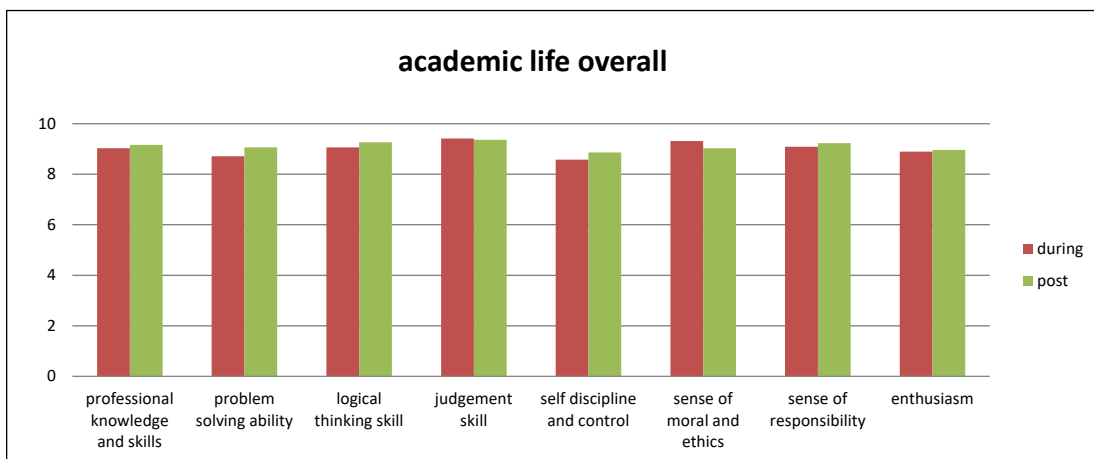


Figure-14 Results of Evaluation concerning Fellows' Daily Life and Academic Life in Japan
(average of fiscal 2019-2021 JDS Fellows who have returned to Ghana)

(4) About the Ghana JDS Project

The JDS fellows who have returned to Ghana commented favorably about the transparency of the selection process before arrival in Japan and the Agent's generous support regarding safety management, etc. while in Japan. During their stay in Japan, their participation in events was limited to online due to COVID-19, and some of the fellows commented that they would have liked to experience in-person internship or practical training at Japanese companies.

(5) Indicators of Outputs in the Fourth Phase

Although the questionnaires described above were implemented, they were somewhat inadequate in terms of providing data for verifying the Project goals for the following reasons.

- The questionnaire for the fellows was a self-evaluation based on their subjective judgment. Since many of the fellows gave high scores in all stages from before arrival in Japan, to one year after arrival, and to after returning to Ghana, it was difficult to recognize trends of change in their capacities, etc. between each stage over time.
- Concerning the questionnaire for tutors at the accepting universities, it was difficult to recognize changes in the capacities, etc. of the fellows over time because answers couldn't be recovered from some tutors or there were disparities in the questionnaire respondents due to personnel reshuffles.
- Similarly, in the questionnaire for the fellows' superiors, the respondents often differed between before the fellows' arrival in Japan and after their return to Ghana.

Accordingly, the following verifiable indicators of outputs were proposed in the Third Phase. The first batch fellows returned to Ghana in 2022, and it is planned to evaluate them three years from then in 2025. The same evaluation method will be continued in the Fourth Phase.

Table-29 Draft Verifiable Indicators of Outputs for the JDS Project in Ghana

Anticipated effects	Verifiable indicators	Survey period	
		On return to Ghana	Every 12 months after returning to Ghana
Young administrative officials, etc. will obtain degrees (master's and/or doctor's degrees) in Japan	Number of JDS Project fellows who obtain a degree	○	
The fellows will acquire professional knowledge for contributing to solving problems in each target area	Acquisition through studies of professional knowledge for contributing to solving problems (qualitative evaluation)	○ (Numerical expression before and after overseas study)	○
	Examples of utilizing professional knowledge acquired in Japan after returning to Ghana (qualitative evaluation)		○
The fellows will contribute to planning and policymaking to solve the problems in each target area	Enhancement of the capacity of JDS returned fellows on research, analysis, policymaking and project operation/management (qualitative evaluation)		○
	Examples of planning and policymaking for the resolution of issues (qualitative evaluation)		○
The relevant organizations, etc. will be strengthened by the fellow's demonstrating leadership in those organizations.	Existence of opportunities, and specific examples, of displaying leadership in affiliated organizations after returning to Ghana (quantitative evaluation)		○
	Ditto (qualitative evaluation)		○
	Incumbency ratio		
	Position ratio		
	Contribution to, and specific examples of, strengthening of functions of relevant organizations by fellows utilizing the knowledge and experience they acquired in Japan (quantitative evaluation)		○
	Ditto (qualitative evaluation)		○
Mutual understanding between the two countries and establishment of friendship and goodwill relationships	Participation in, and specific examples of, events related to Japan (within 6 months after returning to Ghana) (quantitative evaluation)		○
	Ditto (qualitative evaluation)		○
	Existence, and specific examples of, regular communications with Japan-related organizations or Japanese people within one year.		○
	Ditto (qualitative evaluation)		○
Strengthening of international intellectual networks	Existence, and specific examples of, strengthening of international intellectual networks through acceptance of JDS fellows (University: continuation of research through JDS fellows who have returned to Ghana; JDS fellows who have returned to Ghana: participation in university or alumni association reunions, contributions to international academic journals, presentations in international conferences, etc.)	○ (Before and during study in Japan)	○
		○	○
		○ (Before and during study in Japan)	○
		○	○
		○ (Before and during study in Japan)	○

3-5 Issues and Recommendations

(1) Desirable targets for encouraging applications

As was described in Section 1-3 “Career Paths and Human Resources Development of Administrative Officials”, each Ministry and Department has its own Policy Planning, Budgeting, Monitoring and Evaluation Directorate (PPBME). From the hearings conducted with the OHCS and Ministries and Departments during the preparatory survey, it was deemed desirable for the PPBMEs to be primarily targeted for recommending applications in the new phase. However, although the PPBMEs play a core role in compiling comprehensive policy on the sector level while cooperating and coordinating with various departments within Ministries (they do not operate individually), it is the respective departments in charge that compile technical or specialized policies and principles. The JDS Project office will encourage human resource department of each ministry and agency to recommend applicants from the PPBME at the time of the application. Moreover, since numbers of young administrative officials in the PPBMEs are limited, it is desirable to regard the PPBMEs as the key targets for recommending applications, while at the same time encouraging young officials in a wide range of departments to apply. Moreover, although recruitment until now has been equally encouraged in respect to central Ministries, regional civil servants, agencies and public corporations, in future, considering the purport of the JDS Project, which aims to train young civil servants who can undertake planning and policymaking duties for resolving Ghana’s future issues, priority will be given to administrative officials in central Ministries and Departments when canvassing for applications. In that case, since central government civil servants in both the General class and Departmental (technical) class have potential for being promoted to Director level or higher, officials in both classes will be targeted. However, in the public health field, since there have been cases in the past where officials were transferred from the GHS and other agencies to the PPBME in the MOH, officials in the GHS (agency) will continue to be actively encouraged to apply.

(2) Policies for increasing female applicants and fellows

The ratio of female applicants and fellows in the JDS Project in recent years has fluctuated at around 10-20% (between 2018-2022, the average ratio of females was 19.4% of applicants and 16% of fellows). According to hearings in the preparatory survey, reasons for the low ratio of female applicants are as follows: 1) applicants are in the childrearing stage of life, making it difficult for them to leave their families behind and study overseas for two years; 2) many women in Ghana struggle in mathematics, making them reluctant to apply for the JDS Project, which requires applicants to sit a mathematics test; and 3) until now, the JDS Project primarily targeted fields such as energy and agriculture, which are largely dominated by men. Moreover, as was described in Section 1-3 “Career Paths and Human Resources Development of Administrative Officials”, even if women do apply to the program, they have poor results in the mathematics test

and a higher ratio of them tend to be failed in the document screening stage, where both the application documents and mathematics test results are considered.

On the other hand, as was described in Section 1-3 “Career Paths and Human Resources Development of Administrative Officials”, the ratio of female civil servants is increasing in recent years, especially among younger people. Moreover, in line with the change of components in the new phase, agencies in the energy and agriculture fields, which are largely dominated by men, have been removed, making it easier for General class employees, which largely comprise women, to apply. Accordingly, it is anticipated that the number of female applicants will increase in the future. Even so, it is desirable for focus to be placed on women when encouraging applications from now on. Specifically, the following measures can be considered.

1) Numbers of female applicants and successful applicants, and improvement of numbers

In past recruitment seminars, female former JDS fellows have been asked to give talks on studies and lifestyle in Japan, career development after returning to Ghana, and bringing family members over to Japan. In the preparatory survey, as part of the alumni association activities of the Ghana JDS Project, female fellows who have returned home voiced the desire to be involved in activities to encourage more women to apply for the project. Specifically, in addition to appearing in recruitment seminars as has been the case before now, the former fellows suggested the following: explaining trends and countermeasures to applicants before the mathematics tests; implementing extra math classes for applicants who desire them; offering guidance on how to write a research plan; conducting mock interview practice; offering advice about studying and living in Japan to those who are interested; and offering advice on career improvement. By enabling female applicants to directly interact with former fellows and view them as role models and real examples of how to approach tests, live overseas, and develop one’s career after returning to Ghana, it is thought that women will have added motivation to apply. It was also suggested that stating “Women are encouraged to apply” on recruitment posters, fliers, website, etc. could be effective in encouraging more women to apply. Since this proposal is relatively easy to implement, it is intended to adopt it from next year.

The OHCS proposed the establishment of a quota for women, as a more decisive measure for increasing the number of female applicants, however, since this could result in opening the program to women with lower academic ability, careful discussion will be conducted with the OC members and accepting universities before deciding whether to introduce such a quota and how to operate it if it is adopted.

2) System building for making the JDS Project more accessible to female applicants

In system terms too, it is desirable to make the JDS Project more attractive for women. First of all, opinions have been voiced saying that overseas study lasting two years is too long for women

who have small children. As was described in 1-5 “Assistance Trends by Other Donors”, the overseas study programs offered by numerous other donors last from one year to 18 months. Since more universities and research departments of graduate schools in Japan are offering master’s programs that can be completed in approximately one year, the JDS scholarship program can be made more attractive by selecting such universities and research departments as hosts in the preparatory survey.

On the other hand, female applicants with young children are hesitant to leave their families behind to study abroad. Another idea for making the program more attractive to women would be to improve their conditions in Japan so that they can bring their families over with them. For example, scholarships are currently only provided to fellows, however, the program would be even more attractive if allowances and air tickets were also furnished for family members. Additional assistance could be provided by supporting fellows in having their children admitted to kindergartens or schools, helping them obtain a certificate of eligibility, which is required to bring family members over, and offering assistance concerning their own or their spouses’ pregnancy and childbirth., whether it be their own or their spouses’. Until now, family support was outside of the scope of the agent’s duties, however, including such services in the JDS scholarship program would make it more attractive for women.

(3) Encouragement of Applications from MFARI

To further strengthen bilateral diplomatic relations, which is one of the objectives of the JDS Project, it is desirable for applicants and JDS fellows to be selected from MFARI. However, applications from this Ministry have only been forthcoming in the first phase, while there have been zero applicants from the second phase onwards. Concerning the reasons for this, the following points were raised in discussions conducted with MFARI in the preparatory survey: since civil servants in Ministries have to work four years before they are allowed to go on paid study leave but they start being assigned to overseas posts after four years, they tend to give priority to their work duties above study at this stage, thereby preventing them from actively embracing the JDS Project. Upon exchanging opinions with the OHCS concerning this point, it was indicated that the time required to become eligible for study leave could be shortened for MFARI employees so long as consent was forthcoming from senior managers in the OHCS and MFARI. The agent will continue to advance discussions with the OHCS and MFARI concerning this point from now on.

Another major factor is the fact that the period of overseas study is two years, which compares unfavorably with the one-year programs offered by Oxford University and Cambridge University. It is not necessary to obtain permission from the OHCS for study leave of less than two years; hence, it was explained that programs lasting 21 months are desirable at new universities. On exchanging opinions about the acquisition of study leave with the OHCS, it was

indicated that the time required to become eligible for study leave could be shortened for MFARI employees so long as consent was forthcoming from senior managers in the OHCS and MFARI. Moreover, concerning the point that MFARI prefers employees to apply for master's courses that can be completed in one year to 18 months, which allows them to be assigned to overseas posts, it welcomed the selection of new accepting universities offering courses lasting from 22 months to less than two years, as described in Component 1-4 (Support for strengthening capacities for international relations)

(4) Alumni association activities

At the end of the Third Phase, the number of JDS fellows who have returned to Ghana had reached a maximum of 117 (113 master's fellows and 4 doctor's fellows). Considering the increasing number of JDS fellows who have returned to Ghana, in the Fourth Phase, it is proposed that follow-up activities be enhanced for former fellows. Specifically, the alumni association organizes the social gatherings that are held after the follow-up seminars conducted when university faculty members visit Ghana, and it is hoped to make this into a place for periodic network building by inviting JDS fellows who have returned to Ghana, officials from their affiliated organizations, and Japanese stakeholders (JICA, Embassy of Japan, Japanese-affiliated corporations).

In addition to social gatherings, the following alumni association activities could be considered, for example

- Provide opportunities for young people to get hints on their future career direction by having alumni speak to young people of the target institution about their career development.
- Recognition of alumni who have made outstanding contributions to the JDS Scholarship Program and have achieved outstanding results in their workplaces.
- Online webinars for alumni associations by JICA, the Agent, Japanese universities, etc.
- Organize social events such as sporting events
- Participation in the "Ghana Yosakoi Festival" held once a year in Ghana, which is mainly organized by the Japanese society in Ghana.
- Volunteer activities to contribute to local communities
- Social networking and information exchange meetings using social networking services

The more active alumni associations of former students become, the stronger the bonds between former Fellows beyond generations and affiliations, the greater their presence and voice in the Ghanaian government and, by extension, the presence of Japan and the potential to influence government decision-making will increase. In addition, the implementation of events by alumni

associations will provide a good opportunity for the general public in Ghana to better understand Japan and have a positive impression of Japan, which will be highly significant from a diplomatic perspective.

Moreover, as was described earlier, female fellows who have returned home proposed that they want activities to be conducted to encourage more women to apply for the project. Specifically, they suggested the following: encouraging women to apply, and offering advice on various issues (explaining trends and countermeasures in preparation for mathematics tests; offering guidance on how to write a research plan; conducting mock interviews; and career advice). In addition, examination will be conducted on receiving proposals for alumni association activities from former fellows and securing budget for implementing activities when outstanding proposals have been made.

The consultant's own views on the JDS project scheme are described below, which will be verified and analyzed further through the implementation of the main project.

Survey consultant's independent opinion on the JDS project scheme

• Enhancing flexibility of the doctoral program

In the Ghana JDS Project, doctoral courses were introduced from the Third Phase, and the average applicant-to-acceptance ratio in the first three batches of this phase was 3. In the preparatory survey, although the rules state that a doctor's degree is not essential for promotion, it was confirmed that acquiring such a degree does tend to be advantageous for getting promoted to Director or higher posts and being trusted with more responsibilities. Especially in the MOF, personnel endowed with a doctor's degree and high level of expertise are needed when holding discussions with financial donors such as the IMF and World Bank, while it is necessary to hold a doctor's degree to become a director in the BOG. Therefore, although a doctor's degree is not explicitly stipulated as essential for gaining promotion, it was confirmed that having such a degree is highly advantageous. Moreover, even before the doctor's program was established in the JDS Project, the fact that some fellows sought such courses through their own funding or by utilizing other scholarship programs suggests that civil servants regard a doctor's degree as necessary.³⁴

Meanwhile, there is considered to be room for improvement in the current doctor's program of the JDS Project. Based on the results of the FY2019 Basic Research "Effectiveness Verification of the Human Resource Development Scholarship Plan (JDS) Project," the JDS Project requires applicants to submit a peer-reviewed paper upon entering the doctoral program in order to select applicants with higher potential for success. According to the current system, at least one peer-reviewed thesis is required in order to apply to the doctor's program. However, according to the interview done by the Agent to the accepting universities, applying a uniform measure to

³⁴ According to a questionnaire survey to nine graduate schools at eight universities, (1) five social science departments and one natural science department responded that it would be desirable to make the retention of peer-reviewed papers a recommended requirement rather than a mandatory requirement for application, and (2) four social science departments responded that it would be desirable to extend the three-year period set by the JDS project.

evaluating theses is not easy because the journals to which papers are posted have diverse levels of difficulty, and the significance of peer review differs depending on whether a paper has been written by an individual or a team, and on the number of articles in the case of multiple authorship. In addition, it is not common for peer-reviewed master's theses to be posted to academic journals in some fields; moreover, since the JDS Project targets civil servants, officials in universities have voiced the opinion that only limited persons can contribute a peer-reviewed thesis after returning to work. Making peer-reviewed papers a uniform requirement for doctoral applications is expected to have a certain effect in terms of deterring non-performers, but it may also hinder the application of excellent civil servants. Therefore, it would be desirable to limit the requirement to "a peer-reviewed paper is desirable," and to inform prospective doctoral applicants that they should first consult with JDS office in Ghana before contacting the university, and that the Agent should discuss with the faculty advisor the possibility of completing the program within the prescribed period, and only if it is determined by the advisor that the possibility is sufficiently high should they be allowed to apply.

Also, the acceptance period for the doctor's course in the JDS Project is three years, however, officials in universities say that this is not enough time to obtain a doctor's degree in economics, which is in high demand in the MOF and BOG, no matter how outstanding the student is.

Another opinion heard from the accepting universities is that, whereas the JDS Project requires fellows to return to Ghana and go back to work after obtaining a master's degree, it would be better if they could directly advance from the master's course to the doctor's course, thereby keeping their learning fresh, further developing the contents of their doctor's and master's theses, and enabling them to obtain a doctor's degree in quicker time, as opposed to setting a new theme and starting from scratch again.

Considering the above points, it is deemed better to remove the requirement about contributing a peer-reviewed thesis to an academic journal in the application stage, but rather to add the said thesis to the judgment items during the document screening stage on the university side. It is also desirable for the system to be relaxed so that it is not necessary to obtain a doctor's degree in three years and it is possible to directly advance from a master's to a doctor's course. When the JDS doctoral program was first introduced, Fellows were allowed to stay in Japan for two years and then return to work in their home country to continue their studies. However, now it is mandatory for them to stay in Japan for three years to study in order to eliminate non-performers. However in Ghana, since the need to obtain three years of study leave is an impediment to application, current rule may be the impediment for application. It is also necessary to relax the conditions so that fellows can spend the first two years conducting research in Japan and the remaining one year receiving remote guidance on writing their thesis while returning to their respective workplaces in Ghana. In such cases, it is essential to confirm from the Agent to the faculty advisor whether spending the third year of the doctoral program in the home country will hinder completion of the program within the prescribed period during the pre-application meeting with the faculty advisor, as mentioned above, and only allow applicants to apply if it is deemed possible for them to complete the program within the prescribed period judged by the faculty advisor. Another regulation in the JDS Project specifies that scholarship payments should be suspended if a fellow travels outside of the area for research purposes for more than 60 days, however, in the case of doctor's courses, such travel tends to take longer than this because the research needs to go deeper. No general rule can be set due to the different conditions in each field; however, it is deemed appropriate to review the limit of 60 days in the case of doctor's fellows. One university professor commented that in

order to conduct a field survey, the survey must pass the local ethical review, which sometimes takes three to four months to complete the process, and that he feels that two months is too short a time for students to feel comfortable conducting a field survey, and that he would like to see improvements in this area. It will be desirable to decide the said period upon hearing the opinions of faculty members in doctor's courses.

• Relaxing of the JDS Project scheme and improvement of conditions for fellows

Unfortunately, after experiencing 30 lost years following the collapse of the “bubble economy”, Japan's national power and brand strength have declined in relative terms. Moreover, according to the “World University Rankings 2023” published by Times Higher Education (THE) Inc. in October 2022, Japan only had two universities included in the top 100 out of 1,799 universities in 104 countries and regions around the world³⁵, indicating that Japanese universities also do not have a high international standing. In these circumstances, it is desirable to enhance the flexibility of the JDS Project to ensure that it is selected by administrative officials in Ghana out of the various other scholarships that are available in other countries. For example, fellows in master's courses and doctor's courses are currently admitted to universities from the fall semester, however, permitting spring admissions would be more helpful. This is because: some universities only accept spring admissions, and even if fall admissions are permitted, most students choose to start in spring even so they can take elementary courses (only conducted in the spring semester) and progress to applied courses in fall. Moreover, at universities that primarily accept spring admissions, it is difficult for fellows to make friends if they join in fall as most of the students enroll in the spring semester and there are cases of fellows living solitary lives as a result.

Moreover, according to an announcement made by the Ministry of Internal Affairs and Communications, Japan's consumer price index (CPI, 2020 = 100), which is the general index of prices excluding fresh foods, was 104.1 in December 2022, representing a year-on-year increase of more than 4.0%. Not since December 1981 (4.0%), when inflation jumped as a result of the oil shocks, has Japan experienced such a high rate³⁶. According to the hearing by JDS fellows in Japan during monitoring, concerning the monthly scholarship provided to JDS fellows, considering the rate of inflation in Japan in recent years, there is room to consider raise the amount of utility and transportation especially those reside in large cities. Now the scholarship difference between city areas and non-city areas in terms of amount is barely 3,000 yen. In other programs (Australia, etc.), fellows are granted free round trip air tickets when returning home for research purposes and so on. There are examples such as one round-trip airfare provided if not accompanied by a family member (Australia), and housing provided free of charge by the university (Korea and China). In the case of Australia, the scholarship was A\$30,085.20/year (2,663,891 yen at the April 28, 2023 exchange rate) in FY2022, and will be A\$34,503.45/year (3,055,105 yen at the same rate) in FY2023, a 14.7% increase. On the other hand, the scholarship for Fellows in urban areas in the master's program of the JDS Program is 1,764,000 yen/year, unchanged from the previous year, and since prices in Sydney were estimated to be 26% higher than in Tokyo as of April 2023³⁷, a comparison of the scholarship amounts in FY2023 shows that Australia's scholarship is 73% higher than the higher prices. The amount of the scholarship is higher than the higher cost of living in Australia.

³⁵ Times Higher Education

(<https://www.timeshighereducation.com/world-university-rankings/2023/world-ranking>)

³⁶ Nikkei Newspaper (<https://www.nikkei.com/article/DGXZQOUA19BA70Z10C23A1000000/>)

³⁷ EXPATISTAN (<https://www.expatistan.com/cost-of-living>). Average price comparison of 263 items between Tokyo and Sydney

In such circumstances, it is one idea to make the JDS Project more attractive in terms of conditions and the way fellows are treated.

• Relaxing of rules imposed on fellows

The JDS Project has various rules that fellows must comply with while they are in Japan. However, considering that the circumstances of each JDS fellow are variously different, for example, some arrive in Japan alone and some come with family members, some go to university in urban areas while others are based in the countryside, it is advisable to flexibly apply the rules to each situation.

In the JDS Project, fellows are prohibited from driving a car or riding a motorcycle, so they have to rely on walking or using public transport to move around. However, although this doesn't cause too many problems in urban areas, fellows in provincial areas only have limited public transport services or they cannot ride a bicycle in snowy areas and so on emphasizing too much on the safe aspect. Accordingly, some fellows have voiced the opinion that being unable to drive a car is inconvenient and unrealistic. Not only will driving a vehicle increase convenience and improve quality of life, but the expanded range of activities will also increase the number of places that can be visited and matters that can be experienced, overwhelmingly increasing opportunities to learn about the best of Japan. Hence, it may be better to relax the rule prohibiting driving for fellows who live in provincial areas. There are no examples of international students being prohibited from driving in the U.S., Germany, or Australia³⁸, and it is possible that international students who compare multiple scholarships and apply for one may find a scholarship with no restrictions more attractive.

In monitoring, there is a request to allow part-time work to supplement living expenses, especially for those with family members. Similarly, fellows in the JDS Project are prohibited from having part-time jobs, whereas scholarship programs by other donors such as Australia allow extra-curricular part-time work. Accordingly, it is deemed advisable to allow JDS fellows to do work within the scope permitted by the Immigration Control and Refugee Recognition Act (up to 28 hours a week for students on overseas study visas) in cases where their tutors give consent.

In this way, it is deemed desirable to relax the rules that are imposed on JDS fellows to the extent that doesn't infringe on Japanese laws and immigration control regulations.

Traffic accidents are the main concern when driving a car. Before obtaining a driver's license, it is essential to have the student apply for permission from the university and the Agent, and if the permission is accepted, the Agent will provide a separate briefing on Japanese traffic regulations from time to time, points to keep in mind when driving, and what to do in case of an accident. It is essential to be briefed by the Agent on Japanese traffic regulations, what to keep in mind when driving a vehicle, and what to do in case of an accident. On the other hand, part-time work experience is not only a way for Fellows to have financial freedom, but also a good opportunity for them to understand Japanese society and people. Therefore, it is necessary to establish a system whereby Fellows are required to maintain a certain level of academic achievement in order to work part-time, and to obtain permission from their academic advisors in advance, and to monitor the performance of the Fellows concerned on a regular basis.

³⁸ Forbes (<https://forbesjapan.com/articles/detail/25081>)

ANNEXES

Annex 1. Survey Team Members (JICA Officials)

Name	Affiliation/Position	Role
JICA team members		
Yasuaki Momita	JICA Overseas Office Deputy Manager, Ghana Office	Team Leader
Fumiko Sakon	JICA Overseas Office Staff, Ghana Office	Cooperation Planning
Consultants		
Yoko Iizuka	Japan Development Service Co., Ltd. Director	Chief Consultant/ Human Resource Development Plan
Kiyomi Eguma	Japan Development Service Co., Ltd. Chief Researcher, Survey Department	Planning of Study in Japan
Yujin Sudo	Japan Development Service Co., Ltd. Researcher, Survey Department	Basic Information Collection
Mai Takimoto	Japan Development Service Co., Ltd.	Cost estimation

Annex 2. Flow Diagram of the JDS Project Preparatory Survey

	Field Survey	Work in Japan	Accepting Universities
2022	Mar. - Jun. (JICA/Embassy/MOFA) Formulation of the list of target areas and development issues (Sub-Program/ Component)		
Jun.		Jun. Request Survey for accepting universities	
Jul.			Jul. Formulation and submission of request survey
Aug.		Aug ~ Sep. Review of proposals from universities - Evaluation of proposals (JICA) - Consideration for the draft plan of accepting universities (JICA) - Examine proposals from universities (consultant)	
Sep.		Sep. Contract with a consulting firm for the survey	
	Oct. Needs survey of JDS Project by the consultant (a system related to civil servants, actual situation of gender, possibility to set quota for course in Japanese)		
Oct.	Oct. 【Agreement on the program framework 1/2】 (OC/JICA Survey Team) Agreement on - Implementing structure - JDS sub-program, components - Target organizations/candidates	Oct. Preparation for the field survey	
Nov.		Nov. ~ Dec. Formulation of the basic plan for the target priority area	
Dec.			
2023			
Jan.	Jan. 【Agreement on the program framework 2/2】 (OC/JICA Survey Team) - Recruitment and selection - Draft of basic plan	Jan. Preparation of the draft report on the preparatory survey	
Feb.		Feb. Submission of the report on the budget	
Mar.		Mar. Notification of the result of the selection to accepting universities (JICA)	Mar. Receipt of the selection result
Apr.		Apr. Preparation of the report on the preparatory survey	
May		End of Apr. Approval by the Japanese Cabinet for JDS Project in JPY2023 May Finalization of the preparatory survey report	
Flow after Preparatory Survey			
Jun.	Jun. ~ - Exchange of Note [E/N] - Grant Agreement [G/A] - Agent Agreement		
Jul.			
Aug.	Aug. ~ Recruitment of 1st batch JDS Fellows Nov. ~ Document screening of the 1st batch Dec. ~ Feb. Technical interview of the 1st batch		
2024		Aug. - Fellows arrival in Japan - Briefing and Orientation	
			Sept. ~ University Enrollment

Annex 3. Preparatory Survey List of Persons Interviewed

First Preparatory Survey List of Persons Interviewed

Date	Day of the week	Time	Organization	Interviewee(s)
2022 11/1	Tue	9:00-10:30	JICA Ghana Office	Mr. Yasuaki Momita, Senior Representative, JICA Ghana Office Mrs. Sakon Fumiko, Representative, JICA Ghana Office
		11:00-12:00	MFARI (Ministry of Foreign Affairs and Regional Integration)	Theola Adu-Twum, HR Director
11/2	Wed	10:00-11:30	OHCS (Office of the Head of the Civil Service)	Mrs. Elizabeth Obeng-Yeboah Director, Recruitment, Training and Development Directorate
		15:00-16:00	Embassy of Japan in Ghana	Mr. Akihisa Katsumura, First Secretary, Embassy of Japan in Ghana
11/3	Thu	9:00-10:00	MOCD (Ministry of Communication and Digitalization)	Mr. Alfred Nortey, Director, Administration
		12:00-13:00	MOF (Ministry of Finance)	Mr. Luis Kwame Amo, Head of Cooperation
		13:30-14:30	MoH (Ministry of Health)	Mr. Hamidu
11/4	Fri	11:00-12:00	MESTI (Ministry of Environment, Science, Technology and Innovation)	Ms. Cecilia Nadia, Director, Human Resource
		13:30-14:30	GHS (Ghana Health Service)	Mr. Zanu Dassah, Deputy Director, Human Resource
		15:00-15:30	MoH (Ministry of Health)	Mr. Samuel Laari, Senior Health Officer, Minister's office, Headquarters, Accra
11/7	Mon	9:00-10:00	KOICA (Korea International Cooperation Agency)	Mr. Seungmin Oh, Senior Deputy Country Director
		10:30-11:30	OHLGS (Office of the Head of the Local Government Service)	Mr. Asante Essiem, Director, Human Resource
		11:40-12:00	MoGCSP (Ministry of Gender, Children and Social Protection)	Mr. Ebenezer Ashong Charwa, Director, Human Resources
		14:00-15:00	MOF (Ministry of Finance)	Ms. Gloria McCarthy, Director, Human Resource
11/8	Tue	10:00-10:30	MOF (Ministry of Finance)	Mr. Henry Mensah, Principal Economics Officer
		11:00-12:00	MOTI (Ministry of Trade and Industry)	Ms. Caroline Chapman Agyemang, Director, Human Resource
		15:00 -16:00	MOF (Ministry of Finance)	Michael Lamptey, Principal Economics Officer
11/10	Thu	13:15-14:15	JICA	Mr. Yasuaki Momita, Senior Representative, JICA Ghana Office Mrs. Sakon Fumiko, Representative, JICA Ghana Office
		15:00-16:00	Embassy of Japan	Mr. Akihisa Katsumura, First Secretary, Embassy of Japan in Ghana
11/11	Fri	10:00-11:00	JICA	

Second Preparatory Survey

Date	Day of the week	Time	Organization	Interviewee(s)
2023 1/30	Mon	15:30-17:00	Civil Service Training Center	Ghana Human Resources Base Strengthening Project Mr. Mitsuru Yamanaka, Expert (CSTC)
1/31	Tue	9:00-9:30	MOF (Ministry of Finance)	Mr. Luis Kwame Amo, Head of Cooperation
		10:30-11:00	MOF (Ministry of Finance)	Ms. Adishetu Hamidu, Principal Economic Officer, Economic Strategy Research Division, Fiscal Risk Unit
		11:30-12:30	The Presidency	Hon. Gifty Ohene Konaedu
2/1	Wed	11:30-12:00	OHCS (Office of the Head of the Civil Service)	Ms. Irene Toab, Deputy Director
2/2	Thu	9:30-10:30	MOH (Ministry of Health)	Ms. Emma Foli Adjima, Director, Policy Planning, Budgeting, Monitoring & Evaluation Unit
		11:00-12:00	MOEN (Ministry of Energy)	Mr. Mark Bimey, Director, Policy Planning, Budgeting, Monitoring & Evaluation Unit
2/2	Thu	10:00-11:00	GSS (Ghana Statistical Service)	Ms. Umuhera Braimah, Senior statistical Officer
		13:00-14:00	MOH (Ministry of Health)	Mark Bigool, Lecturer, Policy Planning, Budgeting, Monitoring & Evaluation Unit

Annex 4. Minutes of Discussions (M/D)

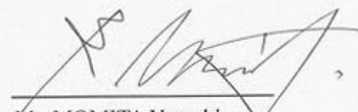
MINUTES OF DISCUSSIONS ON THE PREPARATORY SURVEY OF THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP TO THE REPUBLIC OF GHANA

In response to a request from the Government of the Republic of Ghana (hereinafter referred to as "Ghana"), 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 Ghana.


In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") to Accra from October 31st to November 11th, 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"). The both parties reached an agreement on the JDS Project as attached hereto.

Accra, November 11th, 2022



Mr. MOMITA Yasuaki
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Ms. Yvonne Quansah
Director
The External Resource Mobilization
& Economic Relations Division
The Ministry of Finance

I. Objective of the Preparatory Survey

The Ghana 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 Japanese fiscal year 2023 to 2026 to be implemented under Japan’s grant aid
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for civil servants in Ghana
- (3) To explain the outline of the JDS Project to the relevant parties of Ghana
- (4) To estimate overall costs of the first cycle, that is a period of five years, of the JDS Project

II. Objective of the JDS Project

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

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

III. Framework of the JDS Project

1. Project Implementation

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

2. Implementation Coordination

In order to strengthen coordination with human resource strategy for civil servants of Ghana, both parties confirmed that the Operating Committee consists of the organizations as follows:

(1) Operating Committee

The Committee is composed of the representatives from the following organizations.

Ghana side

- Ministry of Finance (hereinafter referred to as “MOF”) (Chair)
- Office of the Head of the Civil Service (hereinafter referred to as OHCS”)

Japanese side

- Embassy of Japan in the Republic of Ghana

- JICA Ghana Office

(2) Executing Agency

For Implementation of the JDS Project the MOF shall be the executing agency.

3. Target Areas of the JDS Project

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

Priority Area as Sub-Program 1 :

Improvement of administrative capacities and institutional development

Development Issue as Component

1-1. Support for strengthening capacities for administering economic policies and public financial management for Economist

Development Issue as Component

1-2. Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator

Development Issue as Component

1-3. Support for strengthening capacities for public administration

Development Issue as Component

1-4. Support for strengthening capacities for international relations (including international law and diplomacy)

Priority Area as Sub-Program 2 :

Universal Health Coverage (Health)

Development Issue as Component

2-1. Support for strengthening capacities for implementing health policy

4. Target Organizations

Based on the discussion held between the both parties, the target organizations were identified as ANNEX 3 “Framework of Acceptance for the Program for Human Resource Development Scholarship (JDS) in Ghana”.

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

5. Maximum Number of JDS Fellows (Master’s Program)

The total number of JDS Fellows for the first batch in Japanese fiscal year 2024 shall be at twelve (12) and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2024 to 2027.

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

Based on the discussion held between the both parties, it was agreed that the educational

programs of following universities would be suitable to the development issues in the Ghana.

1) Development Issue as Component :

1-1. Support for strengthening capacities for administering economic policies and public financial management for Economist

University :

Kobe University, Graduate School of International Cooperation Studies (2 slots)

2) Development Issue as Component :

1-2. Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator

University :

International University of Japan, Graduate School of International Relations (3 slots)

3) Development Issue as Component :

1-3. Support for strengthening capacities for public administration

University :

Ritsumeikan University, Graduate School of International Relations (3 slots)

4) Development Issue as Component :

1-4. Support for strengthening capacities for international relations (including international law and diplomacy)

University :

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

5) Development Issue as Component :

2-1. Support for strengthening capacities for implementing health policy

University :

Nagasaki University, Graduate School of Tropical Medicine and Global Health (2 slots)

7. PhD Program in Japan under the JDS Project

PhD program would be offered for the maximum 1 slot per batch for former JDS Fellow.

8. Basic Plan for Each Component

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

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

9. Monitoring and Evaluation

It was agreed that monitoring and evaluation of JDS graduates should be done actively by the



Government of Ghana for expanding their outcomes and human network.

IV. Undertakings of the Project

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

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 6.

VI. Important Matters Discussed

1. Strategic recruitment and selection of candidates

Both parties discussed the measures of strategic recruitment and selection of candidates in view of strengthening the bilateral relationship between Ghana and Japan as well as the career path of JDS returning Fellows. It was confirmed that both parties would make efforts to increase participation from organizations which contribute to bilateral relations between Ghana and Japan.

2. Initiatives to Promote Gender Equality

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

In addition, both parties agreed to promote gender equality and women's empowerment through gender-oriented initiatives such as information sessions targeting women during recruitment and selection, as well as to provide training and networking opportunities among female alumni for career development after returning to Ghana.

3. Project office in Ghana

The Ghana side agreed to provide working space for the Agent which implements the JDS Project at Office of the Head of the Civil Service.

ANNEX 1: Flowchart of the Preparatory Survey

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

ANNEX 3: Framework of Acceptance for the Program for Human Resource Development
Scholarship (JDS) in Ghana

ANNEX 4: JDS Basic Plan for the Target Priority Area (Draft)

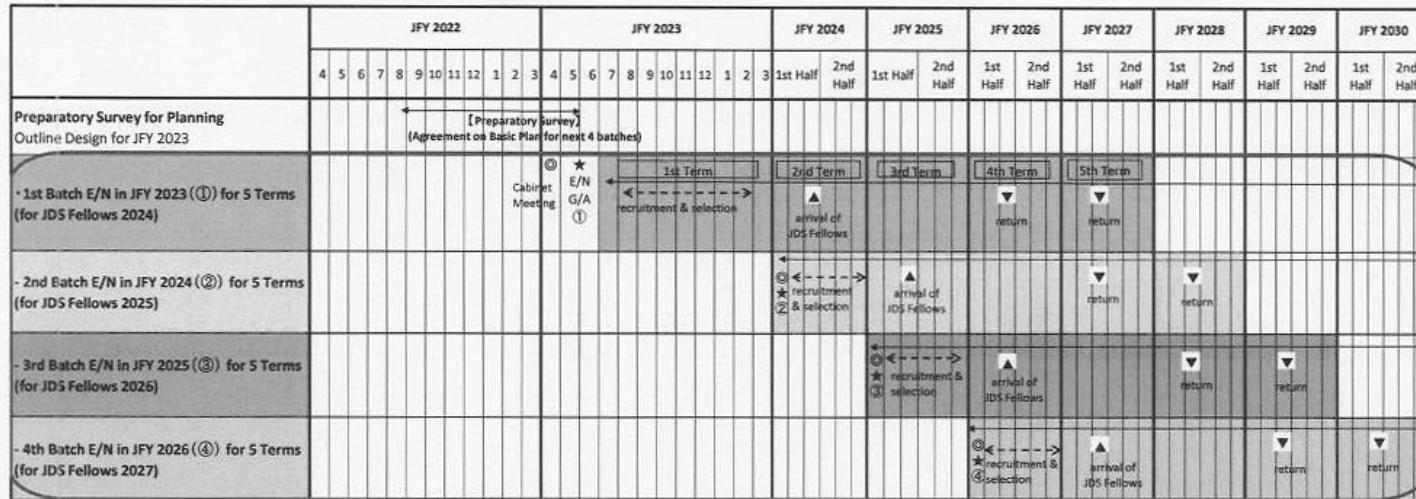
ANNEX 5: Undertakings of the Project (Draft)

ANNEX 6: Project Monitoring Report on JDS(Draft)

Flowchart of the Preparatory Survey of JDS Project

	Field Survey	Work in Japan	Accepting Universities
2022	Mar. - Jun. (JICA/Embassy/MOFA) Formulation of the list of target areas and development issues (Sub-Program/ Component)		
Jun.		Jun. Request Survey for accepting universities	
Jul.			Jul. Formulation and submission of request survey
Aug.		Aug.~Sep. Review of proposals from universities - Evaluation of proposals (JICA) - Consideration for the draft plan of accepting universities (JICA) - Examine proposals from universities (consultant)	
Sep.	Oct. Needs survey of JDS Project by the consultant (a system related to civil servants, actual situation of gender, possibility to set quota for course in Japanese)	Sep. Contract with a consulting firm for the survey	
Oct.	Oct. 【Agreement on the program framework 1/2】 (OC/JICA Survey Team) Agreement on - Implementing structure - JDS sub-program, components - Target organizations/candidates	Oct. Preparation for the field survey	
Nov.		Nov.~Dec. Formulation of the basic plan for the target priority area	
Dec.			
2023			
Jan.	Jan. 【Agreement on the program framework 2/2】 (OC/JICA Survey Team) - Recruitment and selection - Draft of basic plan	Jan. Preparation of the draft report on the preparatory survey	
Feb.		Feb. Submission of the report on the budget	
Mar.		Mar. Notification of the result of the selection to accepting universities (JICA)	Mar. Receipt of the selection result
Apr.		Apr. Preparation of the report on the preparatory survey End of Apr. Approval by the Japanese Cabinet for JDS Project in JPY2023	
May		May Finalization of the preparatory survey report	
Flow after Preparatory Survey			
Jun.	Jun.~ - Exchange of Note [E/N] - Grant Agreement [G/A] - Agent Agreement		
Jul.			
Aug.	Aug.~ Recruitment of 1st batch JDS Fellows Nov.~ Document screening of the 1st batch Dec.~Feb. Technical interview of the 1st batch		
2024		Aug. - Fellows arrival in Japan - Briefing and Orientation	Sept.~ University Enrollment

Flowchart of JDS Project for the Succeeding Four Batches



← Project Period for 8 years →

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

Handwritten signature

A Framework of Acceptance for the Program for Human Resource Development Scholarship (JDS) in Ghana

Sub-program	Component	University/Faculty	Number of persons accepted	Assumed human resource development needs	Assumed research areas	Target organizations
1 Improvement of administrative capacities and institutional development	1-1 Support for strengthening capacities for administering economic policies and public financial management for Economists	Kobe University Graduate School of International Cooperation Studies (GSICS)	8 persons (2 persons x 4 batches)	Strengthening of officials' capabilities of economic policy management, intended for government officials in economics.	<ul style="list-style-type: none"> Economic policy Financial policy Debt management Public finance management 	<ul style="list-style-type: none"> MOF BOG GRA
	1-2 Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator	International University of Japan Graduate School of International Relations	12 persons (3 persons x 4 batches)	Strengthening of officials' capabilities of financial management, intended for government officials in financial affairs	<ul style="list-style-type: none"> Public finance management Debt management Economic policy 	<ul style="list-style-type: none"> All target organizations under Component 1-1, 1-4, & 2-1 The Presidency NDPC GSS GIPC OHCS LLS CIS MESTI MRH MOCD MLNR MFARI MLGDRD MOTI MOCCSP MOFA MOEa
	1-3 Support for strengthening capacities for public administration	Ritsumeikan University Graduate School of International Relations	12 persons (3 persons x 4 batches)	Strengthening of administrative capacities of administrative officials.	<ul style="list-style-type: none"> Public policy Administration 	<ul style="list-style-type: none"> All target organizations under Component 1-1, 1-2, 1-4, & 2-1
	1-4 Support for strengthening capacities for international relations (including international law and diplomacy)	International Christian University Graduate School of Arts and Sciences	8 persons (2 persons x 4 batches)	Strengthening of international relations capacities for officials in charge of foreign affairs.	<ul style="list-style-type: none"> International relations International law Diplomacy Trade policy Investment policy 	<ul style="list-style-type: none"> MFARI The Presidency MOF MOTI MOJ MNS MINTER NDPC GIPC CIS GRA
2 Universal Health Coverage (Health)	2-1 Support for strengthening capacities for implementing health policy	Nagasaki University School of Tropical Medicine and Global Health (TMGH)	8 persons (2 persons x 4 batches)	Strengthening of capacities of policymakers in charge of health policy planning.	<ul style="list-style-type: none"> Formulation, monitoring and evaluation of health policies Maternal and child health Community health 	<ul style="list-style-type: none"> MOH GHS

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

Basic Information of Target Priority Area (Sub-Program)

- | |
|--|
| <ol style="list-style-type: none"> 1. Country: Republic of Ghana 2. Target Priority (Sub-Program) Area: 3. Operating Committee:
Ghana side: Ministry of Finance (MOF), Office of the Head of the Civil Service
Japan side: Embassy of Japan in the Republic of Ghana, JICA Ghana Office |
|--|

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

- | |
|---|
| <ol style="list-style-type: none"> 1. Target Priority (Sub-Program) Area: 2. Component: 3. Implementing Organization: 4. Target Organization: |
|---|

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

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

Relevant Projects and Training Programs of JICA Ghana Office:

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

- | |
|---|
| <ol style="list-style-type: none"> 1) Overall goal 2) Project purpose |
|---|

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

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

(5) Activity (Example)

Graduate School of XXXXX

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

(6)-1 Inputs from the Japanese Side

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

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

1 batch X fellows × 4 years = X fellows
From the year 2024 (Until 2026) : X fellows, From the year 2025 (Until 2027) : X fellows
From the year 2026 (Until 2028) : X fellows, From the year 2027 (Until 2029) : X fellows

(7) Inputs from the Ghana Side

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

(8) Qualifications

- 1) Nationality: Citizen of Ghana
- 2) Age: Below the age of 42 as of 1st April in the year of dispatch.
- 3) Academic Background:
 - Completed the undergraduate level (Bachelor Degree) of education.
 - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
 - Completed X year probation period.
- 5) Eligible Officers:
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship
 - Those who have obtained a master's or higher degree overseas under the support of foreign scholarship
 - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

Undertakings of the Project (Draft)

ANNEX 5

(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		
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		
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A	Ministry of Finance		
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after signing of the contract	Ministry of Finance		
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		Ministry of Finance		
	1) Advising commission of A/P	Within 1 month after the signing of the contract	Ministry of Finance	approx. JPY6,000	
	2) Payment commission for A/P	Every payment	Ministry of Finance	approx. 0.1% of the payment amount	
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	Ministry of Finance		
7	To organize the Committee meeting	During the Project	Ministry of Finance		
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services be exempted.	During the Project	Ministry of Finance		
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 provided that all legal and regulatory requirements for their entry into and stay in the country of the Recipient are met	During the Project	Ministry of Finance		
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	Ministry of Finance		
11	To give due environmental and social consideration in the implementation of the Project	During the Project	Ministry of Finance		
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		

13	1) To submit Project Monitoring Report on JDS to JICA	Semiannually	Ministry of Finance		
	2) To submit Project Monitoring Report on JDS (final) to JICA	After Completion of the Project	Ministry of Finance		

(B/A: Banking Arrangement. A/P: Authorization to pay)

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

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

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




Annex 6

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. XXXXXXX
 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

--

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

--

1-2 Indicators for measurement of "Effectiveness"

Quantitative indicators to measure the attainment of project objectives		
Indicators	Original	Target
Degree completion	(Number of Fellows)	(Degree completion rates)
Master's degree		95%
Doctor's degree		65%
Qualitative indicators to measure the attainment of project objectives		
<ul style="list-style-type: none"> - 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*	Actual*
1.	<i>(proposed in the outline design)</i>	

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):

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.

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 dd, mm, yyyy. 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)

Attachment 1

			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		

ERIC

Handwritten mark

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

Handwritten mark

Annex 5. Number of Fellows to be Accepted in the Four Batches according to Priority Area/Development Issue (master's Course)

Sub-Program (Priority area)	Component (Development issue)	Supervising Ministry	Target organizations	University	Number of Fellows per Batch				
					1 st	2 nd	3 rd	4 th	Total
Improvement of administrative capacities and institutional development	1-1 Support for strengthening capacities for administering economic policies and public financial management for Economist	Ministry of Finance (MOF)	<ul style="list-style-type: none"> • MOF: Ministry of Finance (MOF) • Bank of Ghana (BOG) • Ghana Revenue Authority (GRA) 	Kobe University Graduate School of International Cooperation Studies	2	2	2	2	8
	1-2 Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator		All target organizations of: Component 1-1 (Support for strengthening capacities for administering economic and fiscal policies) Component 1-4 (Support for strengthening of international relations capacities) Component 2-1 (Support for strengthening capacities for administering health policy)	International University of Japan Graduate School of International Relations	3	3	3	3	12
	1-3 Support for strengthening capacities for public administration		<ul style="list-style-type: none"> • The Presidency • National Development Planning Commission (NDPC) • Ghana Statistical Service (GSS) • Ghana Investment Promotion Centre (GIPC) • OHCS • Local Government Service (LGS) • Ghana Immigration Service (GIS) • Ministry of Environment, Science, Technology & Innovation (MESTI) • Ministry of Roads and Highways (MRH) • Ministry of Communications and Digitalisation Ghana (MOCD) • Ministry of Lands and Natural Resources (MLNR) • Ministry of Foreign Affairs and Regional Integration (MFARI) • Ministry of Local Government and Rural Development (MLGRD) • Ministry of Trade and Industry (MOTI) • Ministry of Gender, Children and Social Protection (MoGCSP) • Ministry of Food and Agriculture (MOFA) • Ministry of Energy (MOEN) 	Ritsumeikan University Graduate Schools Graduate School of International Relations	3	3	3	3	12

Sub-Program (Priority area)	Component (Development issue)	Supervising Ministry	Target organizations	University	Number of Fellows per Batch				
					1 st	2 nd	3 rd	4 th	Total
	1-4 Support for strengthening capacities for international relations (including international law and diplomacy)		<ul style="list-style-type: none"> • Ministry of Foreign Affairs and Regional Integration (MFARI) • The Presidency • Ministry of Finance (MOF) • Ministry of Trade and Industry (MOTI) • Ministry of Justice (MOJ) • Ministry of Security (MOS) • Ministry of Interior (MINTER) • National Development Planning Commission (NDPC) • Ghana Investment Promotion Centre (GIPC) • Ghana Immigration Service (GIS) • Ghana Revenue Authority (GRA) 	International Christian University Graduate School of Arts and Sciences	2	2	2	2	8
Universal health coverage (health)	2-1 Support for strengthening capacities for implementing health policy		<ul style="list-style-type: none"> • Ministry of Health (MOH) • Ghana Health Service (GHS) 	Nagasaki University School of Tropical Medicine and Global Health	2	2	2	2	8
Total					12	12	12	12	48

Annex 6. Draft Basic Plan for Priority Areas

Basic Plan for the Target Priority Area

Basic Information of Target Priority Areas

- 1. Country: Ghana
- 2. Priority field (sub-program): Improvement of administrative capacities and institutional development
- 3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, JICA Ghana Office

Itemized Table 1

1. Outline of Sub-Program/Component

(1) Basic Information

- 1. Priority field (sub-program): Improvement of administrative capacities and institutional development
- 2. Development issue (component): Support for strengthening capacities for administering economic policies and public financial management for Economist
- 3. Implementing organization: MOF
- 4. Target organizations: MOF, Bank of Ghana (BOG), Ghana Revenue Authority (GRA)

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

Ghana’s macro-economic situation has deteriorated in recent years to such an extent that the public debt accounts for 79% of GDP (IMF, 2019) and the country is at risk of becoming a heavily indebted country. In these circumstances, the new government has made fiscal soundness a top priority and has launched concrete countermeasures, such as establishing a public finance taskforce, announcing the limitation of annual government expenditure to 5% of GDP and so on. Moreover, in the Medium-term National Development Plan (2022-2025), “Securing and maintenance of macroeconomic stability” has been raised as a priority field, and the government is working on strengthening debt management together with public finance management and public sector reform. In particular, concerning foreign debt, repayment delays are arising frequently and there are issues regarding fundraising prior to repayment. Against this backdrop, the Ministry of Finance considers it important to develop human resources who can play a role in financial reform in the medium- to long-run.

(3) Japan’s ODA Policy and Achievements (including previous JDS fellows)

One of the pillars of Ghana’s Medium-term National Development Plan is stated as, “Governance, corruption and social accountability”, and it is essential to strengthen the policymaking, monitoring and evaluation capacities of civil servants in order for public policies to be effective. To help realize this development goal of the Government of Ghana, the Government of Japan is focusing on strengthening of financial management capacity geared to establishing fiscal discipline for developing human resources who can help improve administration and fiscal management.

The development issue of “Support for strengthening capacities for administering economic and fiscal policies” has been targeted in previous phases of the Ghana JDS Project. In the first phase, three fellows were accepted at one accepting university; and in the second and Third Phases respectively, two fellows were accepted at one accepting university. In the Third Phase, support for strengthening economic and financial management capacities centered on the Ministry of Finance and BOG was targeted.

2. Cooperation Framework

(1) Project Objective

The Project objective is to develop young capable government employees who are expected to play leadership roles and contribute to the socio-economic development of the country, by enabling them to obtain degrees at Japanese graduate schools. It also aims to create a human network, which will eventually strengthen the bilateral partnership between Japan and Ghana.

(2) Project Design

① Overall goal

Capacities of related administrative agencies for policymaking will be improved by human resource development through this project.

② Project purpose

By assisting young administrative officials and others who can play active parts at the core of the Government of Ghana in obtaining degrees (master's and/or doctor's degrees) at graduate schools in Japan, personnel for resolving developmental issues in Ghana will be trained and human networks with the Government of Ghana will be established, thereby contributing to the resolution of Ghana's development issues and strengthening of bilateral relations from the aspect of human resources.

(3) Verifiable Indicators

- Acquisition of master's and doctor's degrees by JDS fellows
- Reappointment of returning JDS fellows to departments that enable them to utilize the knowledge, technology and human connections they acquired in their studies in Japan
- Work application by returning JDS fellows of the knowledge and technology they acquired in their studies in Japan
- Development of female leaders

(4) Number of JDS Fellows and Accepting Universities

Kobe University Graduate School of International Cooperation Studies:
2 fellows/year Total: 8 fellows/4 years

(5) Activities

Goal	Contents/Means of Achieving Goal
During studies in Japan	
<p>The fellows gain a good understanding of Ghana's situation and the development and poverty eradication issues it faces, and they learn sufficient high-level expertise to propose, compile and implement appropriate economic policies for addressing these issues.</p>	<ul style="list-style-type: none"> • Upon learning the basics of economics (macro-economics, micro-economics, econometrics), the fellows learn fiscal, financial and trade knowledge, etc. necessary for conducting “macro-economic management”. • The fellows acquire knowledge of applied fields of economics useful for the concrete planning and implementation of economic policies such as human resources development, poverty eradication, development of SMEs, and financial management. • The fellows' ability to analyze policy issues and propose policies based on basic statistics, social investigation, quantitative analysis, and data-based positive analysis is enhanced. • The fellows widely learn about fields of politics, international relations theory, international law, legislation, etc. linked to the issues and gain understanding of the political environment and governance that impact the economy, and the impact and role of legal systems. • Through learning about international development cooperation, the fellows learn the methodology for efficiently utilizing development resources including overseas aid via sectoral programs.
<p>Encourage to consider solutions to the issues through writing a thesis and completing academic papers.</p>	<ul style="list-style-type: none"> • Through writing a master's degree thesis, the fellows enhance their understanding and analytical abilities regarding economic issues and their ability to propose policies.
<p>Implementation of the special program</p>	<ul style="list-style-type: none"> • Invite experts from African countries, etc. and officials of international agencies and domestic aid organizations who are well-versed in the said fields to give lectures as visiting professors or lecturers, enabling the fellows to deepen knowledge related to economic development including macro-economic management in other regions. • Through inspecting administration and public finance organizations in Japan, the fellows deepen understanding about how economic policy is concretely implemented on the ground. • The fellows receive guidance on English proofreading and thesis composition from expert instructors. • The fellows receive research guidance and research lifestyle support from tutors, TA, etc.

(6)-1 Inputs from the Japanese side

<ol style="list-style-type: none"> ① Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g., preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home) ② Expenses for studying in Japan (e.g., travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.) ③ Expenses for assistance during stay in Japan (e.g., monitoring, various daily living assistance, training, etc.)

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

1 batch: 2 fellows × 4 years = 8 fellows (Master's)

From 2024 (until 2026): 2 fellows from 2025 (until 2027): 2 fellows

From 2026 (until 2028): 2 fellows from 2027 (until 2030): 2 fellows

(7) Inputs from the Ghanaian Side

- ① Dispatch of JDS fellows
- ② Follow-up activities (e.g., providing opportunities for JDS returned fellows to share/disseminate the knowledge they acquired in Japan at their affiliated organization or target organization)

(8) Qualifications

- ① Work experience, etc.
 - More than 3 years of work experience in a target organization
- ② Others:
 - Nationality: Must be a citizen of Ghana
 - Age: Age 42 or under with bachelor's degree (as of April 1 in the year of dispatch)
 - Must not be serving in the military
 - Applicants must have a good understanding of the objectives of the JDS Project and, after their return, should have a strong willingness to work for the development of Ghana.
 - As a rule, persons who are currently receiving, planning, or who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistance are ineligible.
 - Applicants must be in good health, both mentally and physically.
 - Persons must have sufficient proficiency in English for studying in Japan.

Basic Plan for Priority Areas of the JDS Project

Basic Information of Target Priority Areas

1. Country: Ghana
2. Priority field (sub-program): Improvement of administrative capacities and institutional development
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, JICA Ghana Office

Itemized Table 1

1. Outline of Sub-Program/Component

(1) Basic Information

1. Priority field (sub-program): Improvement of administrative capacities and institutional development
2. Development issue (Component): Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator
3. Implementing organization: Ministry of Finance (MOF)
4. Target organizations: All target organizations of Component 1-1 (Support for strengthening capacities for administering economic and fiscal policies), Component 1-4 (Support for strengthening of international relations capacities), and Component 2-1 (Support for strengthening capacities for administering health policy): The Presidency, National Development Planning Commission (NDPC), Ghana Statistical Service (GSS:), Ghana Investment Promotion Center (GIPC), OHCS, Local Government Service (LGS), Ghana Immigration Service (GIS), Ministry of Environment, Science, Technology & Innovation (MESTI), Ministry of Roads and Highways (MRH), Ministry of Communications and Digitalisation Ghana (MOCD), Ministry of Lands and Natural Resources (MLNR), Ministry of Foreign Affairs and Regional Integration (MFARI), Ministry of Local Government and Rural Development (MLGRD), Ministry of Trade and Industry (MOTI), Ministry of Gender, Children and Social Protection (MoGCSP), Ministry of Food and Agriculture (MOFA), Ministry of Energy (MOEN)

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

Due in part to the recent worsening macroeconomic situation, the public debt of Ghana is as high as 79% of GDP (IMF, 2019), raising fears of demotion to a highly indebted country. In these circumstances, the new government has made fiscal soundness one of its top priority issues. Regarding financial management at each Ministry level, the Government of Ghana has been trying to strengthen expenditure management through the introduction of the Ghana Integrated Financial Management Information System (GIFMIS) and other measures, but budget formulation and balance control based on financial resources and policies at each Ministry and agency as well as strengthening of public financial management capacities such as the compliance with accounting procedures at the level of each administrative official are still challenges.

Against this backdrop, it is essential to train human resources who can tackle fiscal reforms in the medium- to long-term at related organizations.

(3) Japan's ODA Policy and Achievements (including previous JDS fellows)

One of the pillars of Ghana's Medium-term National Development Plan is stated as, "Governance, corruption and social accountability", and it is essential to strengthen the policymaking, monitoring and evaluation capacities of civil servants in order for public policies to be effective. To help realize this development goal of the Government of Ghana, the Government of Japan is focusing on strengthening of financial management capacity geared to establishing fiscal discipline for developing human resources who can help improve administration and fiscal management.

The development issue of "Support for strengthening capacities for public financial management" was newly established in the Third Phase, when two fellows were accepted at the accepting universities.

2. Cooperation Framework

(1) Project Objective

The Project objective is to develop young capable government employees who are expected to play leadership roles and contribute to the socio-economic development of the country, by enabling them to obtain degrees at Japanese graduate schools. It also aims to create a human network, which will eventually strengthen the bilateral partnership between Japan and Ghana.

(2) Project Design

- ① Overall goal
Capacities of related administrative agencies for policymaking will be improved by human resource development through this project.
- ② Project purpose:
By assisting young administrative officials and others who can play active parts at the core of the Government of Ghana in obtaining degrees (master's and/or doctor's degrees) at graduate schools in Japan, personnel for resolving developmental issues in Ghana will be trained and human networks with the Government of Ghana will be established, thereby contributing to the resolution of Ghana's development issues and strengthening of bilateral relations from the aspect of human resources.

(3) Verifiable Indicators

- Acquisition of master's and doctor's degrees by JDS fellows
- Reappointment of returning JDS fellows to departments that enable them to utilize the knowledge, technology and human connections they acquired in their studies in Japan
- Work application by returning JDS fellows of the knowledge and technology they acquired in their studies in Japan
- Achievement of action plans prepared by the JDS fellows before they returned to Ghana
- Building of professional networks with Japanese-affiliated organizations/companies in Ghana by returning JDS fellows

(4) Number of JDS Fellows and Accepting Universities

International University of Japan Graduate School of International Relations: 3 fellows/year Total 12 fellows/4 years
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(5) Activities

Goal	Contents/Mean of Achieving Goal
During studies in Japan	
Fellows learn the knowledge of basic theory and analytical methods necessary for resolving administration and public finance issues.	<ul style="list-style-type: none"> • The fellows solidify the basics by studying microeconomics, macroeconomics, statistics, and econometrics together with the necessary economics courses. • Through studying actual examples, the fellows learn how to apply basic theory and analysis methods for resolving actual problems related to public finance, finance, economic development, etc. As subjects related to solving administration and public finance issues, they study “public finance”, “Public Finance and Budgeting”, “Monetary Policy in Developing Countries”, “International Trade”, “Policy Evaluation”, “Analysis of Development Policies and Programs”.
Fellows formulate and analyze administration and public finance issues, pro-actively present analysis measures and write a master’s thesis.	<ul style="list-style-type: none"> • Through writing a master’s thesis (research report), the fellows learn how to analyze and present solutions to issues and compile them into convincing compositions. By fully mobilizing the knowledge and statistical analysis methods concerning economics, policy, and quantitative software learned up to then, the fellows acquire the capacity to propose objective and pertinent policies.
Implementation of the special program	<ul style="list-style-type: none"> • The fellows participate in seminars and workshops introducing cases and regional research and development policy by domestic and foreign governments, development organizations, JETRO and other trade promotion organizations. Moreover, because faculty members periodically stage research presentations, the fellows come into contact with important research themes and analysis methods. • To understand how the knowledge learned in lessons is linked to practical skills, the fellows participate in field trips to the Bank of Japan, Tokyo Stock Exchange, Mazda, Kitakyushu Eco-Town Center, other Japanese government organizations, private sector companies, etc. • To improve data analysis capability, the fellows participate in two intensive lectures on the quantitative software Stata (Basic and Advanced).

(6)-1 Inputs from the Japanese side

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|---|
| <ol style="list-style-type: none"> ① Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g., preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home) ② Expenses for studying in Japan (e.g., travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.) ③ Expenses for assistance during stay in Japan (e.g., monitoring, various daily living assistance, training, etc.) |
|---|

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

1 batch: 3 fellows × 4 years = 12 fellows (Master's)			
From 2024 (until 2026):	3 fellows	from 2025 (until 2027):	3 fellows
From 2026 (until 2028):	3 fellows	from 2027 (until 2030):	3 fellows

(7) Inputs from the Ghanaian Side

- | |
|---|
| <ul style="list-style-type: none">① Dispatch of JDS fellows② Follow-up activities (e.g., providing opportunities for JDS returned fellows to share/disseminate the knowledge they acquired in Japan at their affiliated organization or target organization) |
|---|

(8) Qualifications

- | |
|---|
| <ul style="list-style-type: none">① Work experience, etc.<ul style="list-style-type: none">• More than 3 years of work experience in a target organization② Others:<ul style="list-style-type: none">• Nationality: Must be a citizen of Ghana• Age: Age 42 or under with bachelor's degree (as of April 1 in the year of dispatch)• Must not be serving in the military• Applicants must have a good understanding of the objectives of the JDS Project and after their return, should have a strong willingness to work for the development of Ghana.• As a rule, persons who are currently receiving, planning, or who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistance are ineligible.• Applicants must be in good health, both mentally and physically.• Persons must have sufficient proficiency in English for studying in Japan. |
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Basic Plan for Priority Areas of the JDS Project

Basic Information of Target Priority Areas

1. Country: Ghana
2. Priority field (sub-program): Improvement of administrative capacities and institutional development
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, JICA Ghana Office

Itemized Table 1

1. Outline of Sub-Program/Component

(1) Basic Information

1. Priority field (sub-program): Improvement of administrative capacities and institutional development
2. Development issue (Component): Support for strengthening capacities for public administration
3. Implementing organization: Ministry of Finance (MOF)
4. Target organizations: All target organizations of Components 1-1, 1-2, 1-4 and 2-1

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

Ever since the Regional Decentralization Law was enacted in 1988, Ghana has advanced decentralization reform. Also, in the Medium-term National Development Plan (2022-2025), “Regional decentralization reform” has been raised as a priority field. Building the capacity of regional government administrative officials is regarded as important for providing administrative services and improving the quality and efficiency of public services amidst limited budget and human resources.

Against this backdrop, it is important to develop human resources who can work on providing administrative services in each related organization.

(3) Japan’s ODA Policy and Achievements (including previous JDS fellows)

One of the pillars of Ghana’s Medium-term National Development Plan is stated as, “Governance, corruption and social accountability”, and it is essential to strengthen the policymaking, monitoring and evaluation capacities of civil servants in order for public policies to be effective. To help realize this development goal of the Government of Ghana, the Government of Japan is focusing on strengthening of financial management capacity geared to establishing fiscal discipline for developing human resources who can help improve administration and fiscal management.

The development issue of “Support for strengthening of administrative capacities” was newly established in the Third Phase, and two fellows are accepted per year.

2. Cooperation Framework

(1) Project Objective

The Project objective is to develop young capable government employees who are expected to play leadership roles and contribute to the socio-economic development of the country, by enabling them to obtain degrees at Japanese graduate schools. It also aims to create a human network, which will eventually strengthen the bilateral partnership between Japan and Ghana.

(2) Project Design

① Overall goal

Capacities of related administrative agencies for policymaking will be improved by human resource development through this project.

② Project purpose:

By assisting young administrative officials and others who can play active parts at the core of the Government of Ghana in obtaining degrees (master's and/or doctor's degrees) at graduate schools in Japan, personnel for resolving developmental issues in Ghana will be trained and human networks with the Government of Ghana will be established, thereby contributing to the resolution of Ghana's development issues and strengthening of bilateral relations from the aspect of human resources.

(3) Verifiable Indicators

- Acquisition of master's and doctor's degrees by JDS fellows
- Reappointment of returning JDS fellows to departments that enable them to utilize the knowledge, technology and human connections they acquired in their studies in Japan
- Work application by returning JDS fellows of the knowledge and technology they acquired in their studies in Japan
- Achievement of action plans prepared by the JDS fellows before they returned to Ghana
- Building of professional networks with Japanese-affiliated organizations/companies in Ghana by returning JDS fellows

(4) Number of JDS Fellows and Accepting Universities

Ritsumeikan University Graduate School of International Relations:
3 fellows/year Total 12 fellows/4 years

(5) Activities

Goal	Contents/Means of Achieving Goal
Before arrival in Japan	
By deciding the tutors before the fellows' arrival in Japan, help them smoothly advance research after they enter their accepting universities.	<ul style="list-style-type: none"> • By communicating with tutors by email before they arrive in Japan, the fellows can smoothly start their life and studies in Japan. • The fellows read the texts recommended by tutors and learn basic knowledge of policy analysis.
During studies in Japan	
Fellows learn high-level expertise for proposing, compiling and implementing appropriate policy as administration and public finance experts.	<ul style="list-style-type: none"> • The fellows learn the basics of economics (introductory economics, micro-economics, macro-economics, statistical analysis, etc.) and knowledge necessary for macro-economic management (development finance, trade, public finance, etc.). • The fellows learn knowledge of applied fields in economics. Also, to understand the impact of politics on economy, approaches to governance, and social issues, etc. that impact politics and economy, they learn about international politics, international relations theory, international law, environmental policy, gender theory, etc. • They will also study small and medium enterprise promotion, human resource development, poverty alleviation, and other applications of knowledge that are essential for the formulation of specific public policies. • The fellows improve their statistical analysis capabilities necessary for investigating themes and writing dissertations.
Through writing a master's thesis, fellows deeply research practical and academic themes according to their individual interests.	<ul style="list-style-type: none"> • Through writing a master's degree thesis, the fellows enhance their understanding and analytical abilities regarding administration and public finance issues and their ability to propose policies. • Through small-group seminars, i.e. "Advanced seminars", and periodic report meetings, the fellows conduct the phased advancement of research and enhance academic presentation capabilities.
Implementation of the special program	<ul style="list-style-type: none"> • The fellows participate in Japan "Professional Training" for learning about economic development through the roles of public administration and private sector companies. Through conducting field study in Ayabe City, Kyoto Prefecture, they also visit local government offices and the production settings of local traditional industries to learn about experiences in Japan. • Through the "JDS Administrative Management Program", the fellows participate in continuous lectures (including seminars and onsite experiences) related to administrative management in collaboration with Kyoto City. • The fellows participate in the "JDS Industrial Promotion Management Training" in collaboration with the university research department and private sector companies, etc., and implement lectures and inspections of production settings related to the management philosophy of Japanese companies, Japanese-style manufacturing (<i>monozukuri</i>), business support systems, etc. • The fellows participate in JDS internships on economic promotion themes such as corporate promotion and export promotion. • The fellows participate in Project Cycle Management (PCM) training to learn PCM methods and improve policymaking ability.

	<ul style="list-style-type: none"> • The fellows participate in a Japan study feedback program in which invitations are sent to former JDS fellows. • The fellows receive training for improving their academic English ability
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(6)-1 Inputs from the Japanese side

<ol style="list-style-type: none"> ① Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g., preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home) ② Expenses for studying in Japan (e.g., travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.) ③ Expenses for assistance during stay in Japan (e.g., monitoring, various daily living assistance, training, etc.)

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

1 batch: 3 fellows × 4 years =12 fellows (Master's)			
From 2024 (until 2026):	3 fellows	from 2025 (until 2027):	3 fellows
From 2026 (until 2028):	3 fellows	from 2027 (until 2030):	3 fellows

(7) Inputs from the Ghanaian Side

<ol style="list-style-type: none"> ① Dispatch of JDS fellows ② Follow-up activities (e.g., providing opportunities for JDS returned fellows to share/disseminate the knowledge they acquired in Japan at their affiliated organization or target organization)
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(8) Qualifications

<ol style="list-style-type: none"> ① Work experience, etc. <ul style="list-style-type: none"> • More than 3 years of work experience in a target organization ② Others: <ul style="list-style-type: none"> • Nationality: Must be a citizen of Ghana • Age: Age 42 or under with bachelor's degree (as of April 1 in the year of dispatch) • Must not be serving in the military • Applicants must have a good understanding of the objectives of the JDS Project and after their return, should have a strong willingness to work for the development of Ghana. • As a rule, persons who are currently receiving, planning, or who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistance are ineligible. • Applicants must be in good health, both mentally and physically. • Persons must have sufficient proficiency in English for studying in Japan.
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Basic Plan for Priority Areas of the JDS Project

Basic Information of Target Priority Areas

1. Country: Ghana
2. Priority field (sub-program): Improvement of administrative capacities and institutional development
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, JICA Ghana Office

Itemized Table 1

1. Outline of Sub-Program/Component

(1) Basic Information

1. Priority field (sub-program): Improvement of administrative capacities and institutional development
2. Development issue (Component): Support for strengthening capacities for international relations (including international law and diplomacy)
3. Implementing organization: Ministry of Finance (MOF)
4. Target organizations: Ministry of Foreign Affairs and Regional Integration (MFARI), The Presidency, Ministry of Finance (MOF), Ministry of Trade and Industry (MOTI), Ministry of Justice (MOJ), Ministry of Security (MNS), Ministry of Interior (MINTER), National Development Planning Commission (NDPC), Ghana Investment Promotion Center (GIPC), Ghana Immigration Service (GIS), Ghana Revenue Authority (GRA)

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

The Headquarters of the African Continental Free Trade Area (AfCFTA) has been established in Ghana, and there is need to enact the necessary legislation and strengthen the region's competitiveness in readiness for the full-scale launch of AfCFTA. Also, improvement of the investment environment is an area of interest for Japanese companies. The Government of Ghana, with a view to attracting foreign investment and strengthening competitiveness of domestic industries, has enacted four related laws on intellectual property (the Patent Law in 2003, the Design Law in 2003, Trademark Law in 2014, and the Copyright Law in 2005), while a standard intellectual property law is already in place. However, numerous issues still need to be addressed, for example, support for construction of an organizational system, development of official experts and so on.

Against this backdrop, it is important to develop human resources who can work on developing trade and investment policies in the medium- to long-term in each related organization.

(3) Japan's ODA Policy and Achievements (including previous JDS fellows)

One of the pillars of Ghana's Medium-term National Development Plan is stated as, "Governance, corruption and social accountability", and it is essential to strengthen the policymaking, monitoring and evaluation capacities of civil servants in order for public policies to be effective. To help realize this development goal of the Government of Ghana, the Government of Japan is focusing on strengthening of financial management capacity geared to establishing fiscal discipline for developing human resources who can help improve administration and fiscal management.

The development issue of "Support for strengthening of international relations capacities" has been newly established in the Fourth Phase.

2. Cooperation Framework

(1) Project Objective

The Project objective is to develop young capable government employees who are expected to play leadership roles and contribute to the socio-economic development of the country, by enabling them to obtain degrees at Japanese graduate schools. It also aims to create a human network, which will eventually strengthen the bilateral partnership between Japan and Ghana.

(2) Project Design

① Overall goal

Capacities of related administrative agencies for policymaking will be improved by human resource development through this project.

② Project purpose:

By assisting young administrative officials and others who can play active parts at the core of the Government of Ghana in obtaining degrees (master's and/or doctor's degrees) at graduate schools in Japan, personnel for resolving developmental issues in Ghana will be trained and human networks with the Government of Ghana will be established, thereby contributing to the resolution of Ghana's development issues and strengthening of bilateral relations from the aspect of human resources.

(3) Verifiable Indicators

- Acquisition of master's and doctor's degrees by JDS fellows
- Reappointment of returning JDS fellows to departments that enable them to utilize the knowledge, technology and human connections they acquired in their studies in Japan
- Work application by returning JDS fellows of the knowledge and technology they acquired in their studies in Japan
- Achievement of action plans prepared by the JDS fellows before they returned to Ghana
- Building of professional networks with Japanese-affiliated organizations/companies in Ghana by returning JDS fellows

(4) Number of JDS Fellows and Accepting Universities

International Christian University Graduate School of Arts and Sciences:
2 fellows/year Total: 8 fellows/4 years

(5) Activities

Goal	Contents/Mean of Achieving Goal
During studies in Japan	
The fellows learn basic knowledge and various survey and research methods necessary for working on administrative system strengthening and institutional improvement.	<ul style="list-style-type: none"> • The fellows take courses in “Foreign Policy Analysis”, “Public Policy” and “Research Design and Methodology” and learn methodologies such as quantitative analysis. • The fellows acquire the knowledge and skills necessary to conduct master’s research. Take courses for learning the basics needed to search for academic materials and write dissertations and research papers in each field.
The fellows deepen understanding of issues such as system building and institutional strengthening necessary for executing development plans.	<ul style="list-style-type: none"> • Through studying international relations, public administration, political systems, international development studies, international politics and economics, the fellows deepen understanding in specialized fields. In addition, they take further courses as needed on quantitative survey methods and acquire the statistical skills needed for research.
The fellows build a plan for writing a master’s thesis.	<ul style="list-style-type: none"> • The fellows regularly participate in seminars and obtain guidance and advice on individual research themes from their tutors. In individual interviews and small-group seminars, they receive support from tutors concerning coursework, research planning, and thesis writing.
Implementation of the special program	<ul style="list-style-type: none"> • Through the JDS Lecture Series, which is a series of guest lectures, the fellows attend lectures by professionals and researchers who have experience in working in government and international organizations, research organizations, etc., exchange opinions and build networks. • The fellows participate in seminars and periodic lectures concerning security in NATO states and Asia, Indo-Pacific policy, international relations with countries in Southeast Asia and so on. • The fellows participate in the United Nations University Global Seminar. • Through field trips conducted in Japan, the fellows broaden their knowledge by seeing and hearing about policy issues and initiatives by local governments. • As skill training that utilizes university recesses, the fellows receive training in project cycle management. • The fellows participate in joint seminars with other graduate schools.

(6)-1 Inputs from the Japanese side

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

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

1 batch: 2 fellows × 4 years = 8 fellows (Master's)

From 2024 (until 2026): 2 fellows from 2025 (until 2027): 2 fellows

From 2026 (until 2028): 2 fellows from 2027 (until 2030): 2 fellows

(7) Inputs from the Ghanaian Side

- ① Dispatch of JDS fellows
- ② Follow-up activities (e.g., providing opportunities for JDS returned fellows to share/disseminate the knowledge they acquired in Japan at their affiliated organization or target organization)

(8) Qualifications

- ① Work experience, etc.
 - More than 3 years of work experience in a target organization
- ② Others:
 - Nationality: Must be a citizen of Ghana
 - Age: Age 42 or under with bachelor's degree (as of April 1 in the year of dispatch)
 - Must not be serving in the military
 - Applicants must have a good understanding of the objectives of the JDS Project and after their return, should have a strong willingness to work for the development of Ghana.
 - As a rule, persons who are currently receiving, planning, or who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistance are ineligible.
 - Applicants must be in good health, both mentally and physically.
 - Persons must have sufficient proficiency in English for studying in Japan.

Basic Plan for Priority Areas of the JDS Project

Basic Information of Target Priority Areas

1. Country: Ghana
2. Priority field (sub-program): Universal health coverage (health)
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, JICA Ghana Office

Itemized Table 1

1. Outline of Sub-Program/Component

(1) Basic Information

1. Priority field (sub-program): Universal health coverage (health)
2. Development issue (Component): Support for strengthening capacities for implementing health policy
3. Competent authority: Ministry of Finance (MOF)
4. Target organizations: Ministry of Health (MOH) and Ghana Health Service (GHS)

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

Ghana has demonstrated moderate improvements in the maternal mortality rate, and the mortality rates of infants and children under five years old but has not achieved the goals of Millennium Development Goals (MDGs). Although access to health and medical services has improved overall, disparities in access between areas and income groups have expanded in line with economic growth. Issues also exist regarding the quality-of-care services. Moreover, with Ghana changing to a low-middle income country and amidst changes in population structure and the structure of diseases, a dual burden is arising out of infectious diseases and non-infectious diseases. Among African nations, Ghana has relatively long average lifespan and it is becoming an advanced nation in the region in terms of population aging. The country aims to achieve a Universal Health Coverage (UHC) by setting “Improve access to high-quality seamless health services in all regions and age groups” as a goal of the 5-year plan. Against this backdrop, Japan has a policy to work comprehensively to improve access to services, improve the quality of services, and strengthen the readiness for tackling health crises to contribute to the achievement of UHC and health-related SDGs, and thus it is vital to train administrative human resources who deal with these areas in the medium-to-long term.

(3) Japan’s ODA Policy and Achievements (including previous JDS fellows)

One of the pillars of Ghana’s Medium-term National Development Plan is stated as social development, and within this, the goal of “Strengthening public health services” is raised. While leveraging past aid achievements by the Government of Japan in this field, support will be provided for improving the maternal and infant mortality rates and generally maintaining health from newborn infants through to adults and elderly based on nutritional improvement, addressing lifestyle-related diseases, etc.

The development issue of “Support for strengthening capacities for administering health policy” has also been targeted in past phases of the Ghana JDS Project. In the first phase, two fellows were accepted at one accepting university; in the second phase, three fellows were accepted, and in the Third Phase, two fellows were accepted.

2. Cooperation Framework

(1) Project Objective

The Project objective is to develop young capable government employees who are expected to play leadership roles and contribute to the socio-economic development of the country, by enabling them to obtain degrees at Japanese graduate schools. It also aims to create a human network, which will eventually strengthen the bilateral partnership between Japan and Ghana.

(2) Project Design

- ① Overall goal
Capacities of related administrative agencies for policymaking will be improved by human resource development through this project.
- ② Project purpose
By assisting young administrative officials and others who can play active parts at the core of the Government of Ghana in obtaining degrees (master's and/or doctor's degrees) at graduate schools in Japan, personnel for resolving developmental issues in Ghana will be trained and human networks with the Government of Ghana will be established, thereby contributing to the resolution of Ghana's development issues and strengthening of bilateral relations from the aspect of human resources.

(3) Verifiable Indicators

- Acquisition of master's and doctor's degrees by JDS fellows
- Reappointment of returning JDS fellows to departments that enable them to utilize the knowledge, technology and human connections they acquired in their studies in Japan
- Work application by returning JDS fellows of the knowledge and technology they acquired in their studies in Japan
- Development of female leaders

(4) Number of JDS Fellows and Accepting Universities

Nagasaki University, School of Tropical Medicine and Global Health:
2 fellows/year Total: 8 fellows/4 years

(5) Activities

Goal	Contents/Mean of Achieving Goal
During studies in Japan	
The fellows acquire the practical capabilities required of professional experts in international public health and global health settings (employees of international organizations, etc.).	<ul style="list-style-type: none"> • In the first quarter of the first year, the fellows take courses in basic subjects to acquire the basic knowledge necessary for professional experts and researchers in international public health/global health. • Following the first year second quarter, the fellows take applied subjects that are essential for international public health experts. • In the second year, according to the expertise of the fellows, MPH fellows participate in long-term practical training to acquire practical problem-solving ability.
Encourage the fellows to consider solutions to the issues through writing a thesis and completing academic papers.	<ul style="list-style-type: none"> • When writing theses, research tutors (supervisors) offer support ranging from the selection of thesis themes to literature review, selection of practical training destinations, supervision of training, and writing and presentation of theses.
Implementation of the special program	<ul style="list-style-type: none"> • In global health seminars, the fellows attend lectures by international frontline researchers and lecturers and receive Problem Based Learning (PBL) together with students and fellows of other courses. • Supplementary lectures by native English speakers, etc. are implemented to improve the fellows' basic English proficiency. • Supplementary lectures are implemented to enable the fellows achieve basic understanding of statistics and epidemiology.

(6)-1 Inputs from the Japanese side

<ul style="list-style-type: none"> ① Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g., preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home) ② Expenses for studying in Japan (e.g., travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.) ③ Expenses for assistance during stay in Japan (e.g., monitoring, various daily living assistance, training, etc.)

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

1 batch: 2 fellows × 4 years = 8 fellows (Master's)			
From 2024 (until 2026):	2 fellows	from 2025 (until 2027):	2 fellows
From 2026 (until 2028):	2 fellows	from 2027 (until 2030):	2 fellows

(7) Inputs from the Ghanaian Side

<ul style="list-style-type: none"> ① Dispatch of JDS fellows ② Follow-up activities (e.g., providing opportunities for JDS returned fellows to share/disseminate the knowledge they acquired in Japan at their affiliated organization or target organization)
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(8) Qualifications

- ① Work experience, etc.
 - More than 3 years of work experience in a target organization
- ② Others:
 - Nationality: Must be a citizen of Ghana
 - Age: Age 42 or under with bachelor's degree (as of April 1 in the year of dispatch)
 - Must not be serving in the military
 - Applicants must have a good understanding of the objectives of the JDS Project and after their return, should have a strong willingness to work for the development of Ghana.
 - As a rule, persons who are currently receiving, planning, or who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistance are ineligible.
 - Applicants must be in good health, both mentally and physically.
 - Persons must have sufficient proficiency in English for studying in Japan.

Annex 7. Contents and Findings of the Survey of Target Agencies and Accepting Universities

	1			2	3			4
Target agency	Ministry of Finance			Ministry of Foreign Affairs and Regional Integration	Ministry of Trade and Industry			Office of the Head of the Local Government Service
Acronym	MOF			MFARI	MOTI			OHLGS
Target field	Economics			International relations	Economics			Public administration
Name of respondent	Gloria McCarthy			Sidney Eilis	Caroline Chapman Agyemang			Peter E. Asante
Post of respondent	Deputy Director			Director in HR	Director in HR			Director in HR
Organization of respondent	Ministry of Finance			Ministry of Foreign Affairs and Regional Integration	Ministry of Trade and Industry			Office of the Head of the Local Government Service
1. Organization personnel								
	Male	Female	Total	Not disclosed	Male	Female	Total	Details unknown
(1) Number of full-time employees	365	246	611		168	159	327	
(2) Number of bachelor's degree holders	243	190	433		45	38	83	
(3) Number of bachelor's degree holders	135	212	347		36	10	46	
(4) Number of overseas master's degree holders	11	0	11		16	10	26	
(5) Number of Doctor's degree holders	5	1	6		1	0	1	
(6) Number of overseas doctor's degree holders	2	0	2		1	0	1	
(7) Number of employees who meet the JDS Project requirements	11	8	19		78	72	150	
2. About the career path for civil servants								
(1) Concerning fields of master's courses and doctor's courses obtained by high-ranking employees such as Directors and Vice-Directors	<ul style="list-style-type: none"> • Public policy • Strategic management • Public Administration • Leadership • Development economics • Human resources management <p>To become a senior manager (Senior Economist or higher), a master's degree is required, and employees can obtain one in Ghana or Japan.</p>			International relations, immigration policy, international law. Alternatively, an economic field	<ul style="list-style-type: none"> • Public policy • Trade policy • International communication • International business • Project management • Local development • Engineering 			Engineering is an issue. For that reason, mainly, solid waste management, agriculture, fiscal planning, policy, environment, IT fields
(2) From the career path perspective, is there any difference between female employees and male employees?	There is no difference between men and women regarding promotion opportunities, etc. in the Civil Service. As a recruitment policy, no special quota is set for women, however, concerning training, lots of women are encouraged to participate, and courses geared to women are established.			There is no difference between men and women	N/A			There is no difference between men and women. As a policy, no distinction is made between men and women. Two Chief Directors in the RCC are women, and there are many female Directors in the MMDA.
(3) What impact does a doctor's degree have on career path?	There is no impact. However, to reach the Senior Economic level, a master's degree is required as a minimum, and it is sometimes an advantage to have a doctor's degree.			It is advantageous.	A master's degree is required to receive a promotion; however, a doctor's degree does not have an impact. There is no discrimination based on academic record, however, out of a degree obtain in Ghana and a degree obtained overseas, the latter is more advantageous in that it imparts broader perspective, a better working attitude and a sense of confidence in the holder. Having a doctor's degree does not influence treatment and salary.			Since 7 out of 8 people who receive study leave to obtain a doctor's degree end up leaving the organization, the Ministry doesn't encourage employees to take study leave for a doctorate.
(4) Does obtaining an overseas master's degree have an impact on promotions? How about regarding a doctor's degree?	N/A			A master's degree is required to receive a promotion. Promotions are decided after employees accumulate a number of years of service and have interviews. A doctor's degree is not essential; rather, work performance is more influential.	There is no direct impact. Having overseas study experience does not guarantee promotion, however, employees who have studies in Japan can clearly express themselves and have high work consciousness. Accordingly, since they tend to perform well in interviews, they tend to receive promotions.			Having overseas study experience does not have an impact on promotion. Provided that a degree has been obtained at a recognized university, it doesn't matter which country it is in. Rather, more importance is placed on what is learned at university and what can be contributed to the organization. To become a Deputy Director, from the perspective of management, it is essential to have Management or Administration knowledge and have acquired a master's degree.

	1	2	3	4
(5) Concerning high-level career paths				All Directors have experienced working in Districts. When employees are promoted, they sometimes are transferred to Districts, Regions or Head posts.
(6) Concerning the advantage of obtaining a degree in Japan	<ul style="list-style-type: none"> • A full scholarship is furnished. • High value and vocational ethics • Organizational management ability • A well-equipped learning environment 	As an advanced nation, Japan has advantages in fields of technology, IT and innovation. It also has strong brands such as Sony, Mitsubishi, Suzuki Motors and Toyota Motors. In view of this background, learning the culture is regarded as an advantage.	Japan offers a safe international study environment with good treatment and quality lesson contents. A disadvantage is the language barrier.	Since Japanese people are diligent workers, we hope that employees acquire Japanese customs and exhibit them in the organization. Learning sincerity and respect for others from Japanese culture can be regarded as an advantage.
(7) Degrees regarded as preferable	<ul style="list-style-type: none"> • Economic policy management • Development economics • Economics • International development • Business management • Public policy • Public administration • Macroeconomics • Finance 	<ul style="list-style-type: none"> • International relations • immigration policy • International law 	Public policy, international relations, Project management, Regional economic development	Engineering is an issue. For that reason, mainly, solid waste management, agriculture, fiscal planning, policy, environment, IT fields
3. Needs regarding doctor's degrees				
(1) Is introducing a JDS doctor's degree advantageous in the organization?	Advantageous	Considered to be an advantage	Advantageous	There is no need for employees to have a doctor's degree.
(2) In what fields are there high needs for a doctor's degree?	2. Same as in (1)	International law and international relations fields	<ul style="list-style-type: none"> • Public policy • Trade and industrial policy • International communication • International projects • Project management • Rural community development and management • Engineering 	N/A
(3) How many male and female employees hold doctor's degrees?	There are 10 holders: nine men and one woman.	Unclear, but employees are encouraged to obtain doctor's degrees.	One employee (male) in MOTI has a doctor's degree.	N/A
(4) In which countries have the doctor's degrees in (3) been obtained?	Almost all in Japan, followed by China.	USA, Senegal, Switzerland. Provided that a degree is obtained from an official educational institution, the country is irrelevant.	Netherlands	N/A
(5) Are employees who have obtained an overseas doctor's degree treated better than those who have obtained one in Ghana?	None	None in particular	A master's degree is required to receive a promotion; however, a doctor's degree does not have an impact. There is no discrimination based on academic record, however, out of a degree obtained in Ghana and a degree obtained overseas, the latter is more advantageous in that it imparts broader perspective, a better working attitude and a sense of confidence in the holder. Having a doctor's degree does not influence treatment and salary.	N/A
(6) Does a doctor's degree have an impact on promotions and monthly salary?	None	Salary is impacted.	Master's degree holders who advance to doctor's courses are regarded favorably. Before, it was unusual for employees to have a doctor's degree, however, now lots of people (including myself) are interested in obtaining a doctor's degree.	N/A
(7) Does a doctor's degree have a negative impact on changes in position or rank?	None. Employees who have obtained a doctor's degree have remained in the organization and played important roles, becoming involved in management.	There are no negative impacts	None	Since 7 out of 8 people who receive study leave to obtain a doctor's degree end up leaving the organization, the Ministry doesn't encourage employees to take study leave for a doctorate.

	1		2	3	4	
(8) After an employee has taken study leave to obtain an overseas master's degree, for how long must they work in the organization as a minimum?	2-4 years			In the case of 2 years' leave, the bond is twice as long at 4 years. If leave is for longer than 2 years, the bond can be increased for up to a maximum of 5 years.	N/A	
(9) Is it necessary to establish doctor's courses in the JDS Project	Yes		You could say there is a need.	Necessary	N/A	
4. Scholarship programs (master's and doctor's courses) other than the JDS Project that have sent offers to your organization						
(1) Scholarship names, sponsors, numbers of scholars, etc.	Scholarship 1	Scholarship 2	Scholarship 1		Scholarship 1	Scholarship 2
Name of the Scholarship	Global Ambassador Scholarship (S. Korea)	KOICA	KOICA		African-Asian Rural Development Organization (AARDO)	KOICA
Application requirements	Bachelor's degree	Bachelor's degree	Bachelor's degree		Bachelor's degree	Bachelor's degree
Selection process	Nomination, followed by interview	Nomination, followed by interview	Nomination, followed by interview		Document screening	Nomination, followed by interview
Number of scholars	1	1				
(2) What are the merits and demerits of the JDS Project compared to other scholarship programs? What are the advantages of studying in Japan compared to other countries?	Since costs are not 100% covered in some of the scholarship programs conducted by other countries, the JDS Scholarship, which offers full coverage, is deemed to have an advantage.		As an advanced nation, Japan has advantages in fields of technology, IT and innovation. It also has strong brands such as Sony, Mitsubishi, Suzuki Motors and Toyota Motors. In view of this background, learning the culture is regarded as an advantage.		N/A	
5. Concerning female candidates						
(1) What are the factors that prevent female employees from applying for the JDS Project?	Women have the responsibility of looking after family members.		Overseas study is difficult for women if they have family members.	Family issues	N/A	
(2) Reasons why the pass rate is lower for women than for men	There are numerous confident women, however, few have enough confidence to pass the high-level competition of the JDS Project. Also, the ratio of women to men in the Ministry is 40:60.		For younger women, domestic duties (childrearing, etc.) are a problem.	Family issues	N/A	
(3) Methods for increasing the number of female applicants	Easing the selection process for women and conducting lectures in hybrid form to enable online participation. Also, broaden opportunities to include employees in such fields as Public Administration, Procurement, Human Resource Management, Accounting, Record Management. Also, the age limit should be raised to 45 years. Under the current JDS age limit of 41, many women still have small children to care for and find it difficult to leave their families behind. Also, having more opportunities for short-term training would make it easier to participate.		It is important to catch women early before their careers are interrupted by family duties.	To increase the number of female applicants, improvements such as enhancing their treatment (for example, allowing family members to be called over) are deemed necessary. Offering short-term courses would be effective because it would enable female fellows to go home.	The 2-year length of the JDS Project is too long for women. A shorter period, say 21 months, would be more acceptable.	
6. Other points						
Other points and recommendations						

	5			6			7			8			
Target agency	Ministry of Gender, Children and Social Protection			Ministry of Health			Ghana Health Service			Ministry of Environment, Science, Technology & Innovation			
Acronym	MoGCSP			MOH			GHS			MESTI			
Target field	Public policy			Public health			Public health			Public financial management			
Name of respondent	Ebenezer Ashong Charway			Hamidu Adakurugu			Zanu Dassah			Cecilia Sheitu Nyadia			
Post of respondent	Director in HR			Director in Administration			Deputy Director in HR			Director in HR			
Organization of respondent	Ministry of Gender, Children and Social Protection			Ministry of Health			Ghana Health Service			Ministry of Environment, Science, Technology and Innovation			
1. Organization personnel													
	Male	Female	Total	Male	Female	Total	Details unknown			Male	Female	Total	
(1) Number of full-time employees	102	96	198	223	170	393				54	43	97	
(2) Number of bachelor's degree holders	54	78	132	Unknown						Details unknown			48
(3) Number of bachelor's degree holders	11	26	37										24
(4) Number of overseas master's degree holders	7	14	21										0
(5) Number of Doctor's degree holders	2	1	3										0
(6) Number of overseas doctor's degree holders	2	1	3										
(7) Number of employees who meet the JDS Project requirements	41	51	92										
2. About the career path for civil servants													
(1) Concerning fields of master's courses and doctor's courses obtained by high-ranking employees such as Directors and Vice-Directors	<ul style="list-style-type: none"> Public policy Management Economics Project management and monitoring and evaluation 			<ul style="list-style-type: none"> Administration Governance Leadership Insurance economics 			<ul style="list-style-type: none"> Health policy 			<ul style="list-style-type: none"> Public administration Policy making Human resources management Environmental governance Natural resources management Supply chain management 			
(2) From the career path perspective, is there any difference between female employees and male employees?	No disparity			Since Ghana is a male-dominated society, women need to work twice as hard to achieve promotions. This makes realizing a life-work balance difficult. Ghana's gender policy sets indicators such as 30% for the ratio of female civil servants, and there are affirmative action measures for women, however, targets have not yet been reached, and there are also doubts concerning the efficacy of affirmative action.			None			None			
(3) What impact does a doctor's degree have on career path?	N/A			Having a doctor's degree is advantageous for getting promoted (promotions to Director) but not essential. A master's degree is indispensable for being promoted to Director.			A doctor's degree in public health is advantageous for promotion, but only physicians can become the GHS Director General, PPME Director, and Public Health Director.			It becomes easier to attain policy making positions such as Unit Head, etc.			
(4) Does obtaining an overseas master's degree have an impact on promotions? How about regarding a doctor's degree?	N/A			Overseas study does not have a dramatic impact, however, the knowledge and experience that international students acquire give candidates confidence and help them make a good impression in interviews for promotions.			N/A			It has an impact. The same also applies to having a doctor's degree. That's because holders have better skills and ability in terms of time management, communication, presentation making, and specialist document creation.			
(5) Concerning high-level career paths	<ul style="list-style-type: none"> Administration and management 			<ul style="list-style-type: none"> To attain high-level positions, it is first necessary to have academic qualifications, and to work hard. (Case of Director, PPME, Ms. Emma). Concerning requirements for becoming high-ranking Civil Servants, to become a Senior Officer, a degree is essential; hence the first requirement is an academic background. Then, employees can improve their capabilities by receiving various training over long years of service. (Case of Head, Policy, Mr. Kwakye) 			Public health personnel can become District Director, however, to become a more senior Regional Director, candidates must be a physician (holder of a medical doctor's degree) with public health experience. A doctor's degree in public health is advantageous for promotion, but only physicians can become the GHS Director General, PPME Director, and Public Health Director. Candidates who are not physicians can become Deputy Director in such departments (and Director in the Finance and Human Resource departments).			N/A			

	5	6	7	8	
(6) Concerning the advantage of obtaining a degree in Japan	N/A	Obtaining a master's degree overseas is preferable, however, work performance and ability are more important regarding promotions.	Coming into contact with overseas environments and learning about healthcare systems in Japan is considered advantageous.	Employees can acquire more specialized technology and knowledge	
(7) Degrees regarded as preferable	Since MoGCSP regards social protection as important, it values gender studies and the human resource management and administration fields.	<ul style="list-style-type: none"> • Policy making field • Public management • Financial management • HR • Project management 	<ul style="list-style-type: none"> • Public health policy 	<ul style="list-style-type: none"> • Policy management • Environmental management • IT program • Strategic management • Project management 	
3. Needs regarding doctor's degrees					
(1) Is introducing a JDS doctor's degree advantageous in the organization?	N/A	Advantageous	Advantageous	Advantageous	
(2) In what fields are there high needs for a doctor's degree?	N/A	<ul style="list-style-type: none"> • Public health services and public health policy 	<ul style="list-style-type: none"> • Public health policy 	<ul style="list-style-type: none"> • Finance • STEM education <p>MESTI is mainly concerned with environmental management, however, this is important because it has support staff who are involved with managing resources in the ministry.</p> <p>Finance was cited as necessary at the doctor's level because there are employees who do accounting and audit duties in the administrative class.</p>	
(3) How many male and female employees hold doctor's degrees?	N/A	Four employees in the Ministry have a doctor's degree (not including medical doctors).	N/A	There are no PhD holders in the Ministry.	
(4) In which countries have the doctor's degrees in (3) been obtained?	N/A	N/A	N/A	Not applicable	
(5) Are employees who have obtained an overseas doctor's degree treated better than those who have obtained one in Ghana?	N/A	Obtaining a master's degree overseas is preferable, however, work performance and ability are more important regarding promotions.	N/A	Yes	
(6) Does a doctor's degree have an impact on promotions and monthly salary?	N/A	Having a doctor's degree is advantageous for getting promoted (promotions to Director) but not essential. A master's degree is indispensable for being promoted to Director.	N/A	None	
(7) Does a doctor's degree have a negative impact on changes in position or rank?	N/A	None	Yes. However, this impact is mitigated by the scheme of restriction in the organizations of employees who participate in training programs. Scheme of restriction refers to the number of years that employees must work before they are free to leave.	None	
(8) After an employee has taken study leave to obtain an overseas master's degree, for how long must they work in the organization as a minimum?	N/A	4 years	18 months in addition to the program period	4 years	
(9) Is it necessary to establish doctor's courses in the JDS Project	N/A			Necessary	
4. Scholarship programs (master's and doctor's courses) other than the JDS Project that have sent offers to your organization					
(1) Scholarship names, sponsors, numbers of scholars, etc.	Scholarship 1	Scholarship 1	Scholarship 1	Scholarship 1	Scholarship 2
Name of the Scholarship	KOICA	KOICA	KOICA	KOICA	China
Application requirements	Bachelor's degree	Bachelor's degree	Bachelor's degree	Bachelor's degree (targeting administration officers)	Degree holder
Selection process	Nomination, followed by interview	Nomination, followed by interview	Nomination, followed by interview	Nomination, followed by interview	
Number of scholars	1		3	2	2

	5	6	7	8
5. Concerning female candidates				
(1) What are the factors that prevent female employees from applying for the JDS Project?	Although males and females account for the same ratio of population, women face cultural and social impediments such as having to do domestic duties and rear children. That is why there are so few applicants.	Family issues play a major part.	Difficulty of leaving family members behind	Women find it difficult to study overseas if it means leaving their families behind.
(2) Reasons why the pass rate is lower for women than for men	Another reason is that male employees greatly outnumber female employees in many Ministries and Departments.	Applicants are required to take a math test.		
(3) Methods for increasing the number of female applicants			Give opportunities to participate to the spouses of female participants.	Cooperate with the OHCS to give more opportunities to female applicants.
6. Other points				
Other points and recommendations	In MoGCSP, from the perspective of gender equality, women are encouraged to study overseas and receive training.	<ul style="list-style-type: none"> • To recruit human resources who can show initiative in future policy making, it is advisable to approach the PPME. The PPMEs also have young employees. • Accepting only two fellows from the public health sector is not enough. Please increase the number. 		To recruit human resources who can show initiative in policy making, approach the PPME in particular. Possible categories are Program, Management, Planning, Administrative

	9	10	
Target agency	Ministry of Energy	Ministry of Justice	
Acronym	MOEN	MOJ	
Target field	Energy and public financial management	Administration	
Name of respondent	Mark Bimey	Liza Kamara	
Post of respondent	Director PPBME	Deputy Director in HR	
Organization of respondent	Ministry of Energy	Ministry of Justice	
1. Organization personnel			
	Male	Female	Total
(1) Number of full-time employees	96	60	156
(2) Number of bachelor's degree holders	18	15	33
(3) Number of bachelor's degree holders	15	4	19
(4) Number of overseas master's degree holders	12	4	16
(5) Number of Doctor's degree holders	0	0	0
(6) Number of overseas doctor's degree holders	0	0	0
(7) Number of employees who meet the JDS Project requirements			79
Details unknown			
2. About the career path for civil servants			
(1) Concerning fields of master's courses and doctor's courses obtained by high-ranking employees such as Directors and Vice-Directors	<ul style="list-style-type: none"> • Administration Class: Public administration, Public policy, Governance and Leadership, Business Administration, Economic Policy Management, MBA Corporate Governance, MBA International Business • Budget Class: Economic Policy Management, Public financial management • Planning Class: Project management, Monitoring and evaluation, Policy making • Research Class: Monitoring and evaluation studies, Survey and statistics, Information management studies • Procurement Class: Survey and supply chain management • Engineering Class: Electric engineering, Energy policy, Renewable energy development, Geology, Petroleum engineering, Mechanical engineering • Accounting Class: Business Administration, MBA (accounting and finance), Finance 	<ul style="list-style-type: none"> • Strategic management • Policy making • Monitoring and evaluation 	
(2) From the career path perspective, is there any difference between female employees and male employees?	None	None	
(3) What impact does a doctor's degree have on career path?	Employees who hold a PhD have an advantage regarding promotions to Director posts.	Having a PhD imparts problem solving ability to employees.	
(4) Does obtaining an overseas master's degree have an impact on promotions? How about regarding a doctor's degree?	There is no impact.	It has an impact. Knowledge and overseas experience impart analysis ability and critical thinking to employees.	

	9	10
(5) Concerning high-level career paths	I started working in the MOF as an assistant budget analyst. After that, I became a budget analyst, then a chief budget analyst. After that, I worked for 6-7 years in a number of district assemblies and municipal assemblies, then became Principal budget analyst in the Ministry of Education PPME and was promoted to Chief budget analyst. From 2015 to 2022, I was Director in the Ministry of Local Planning PPME and, from June 2022, the MOEN. I studied at the University of Ghana, where I majored in statistics, and went to graduate school at KNUST, where I studied Financial Management (Director, Mr. Mark Bimey).	N/A
(6) Concerning the advantage of obtaining a degree in Japan	<ul style="list-style-type: none"> • High education level • Exchange with various experts • Ability to bring various case studies back to Ghana • Network building and exchange with numerous cultures 	N/A
(7) Degrees regarded as preferable	Electric engineering, Energy policy, Renewable energy development, Geology, Petroleum engineering, Mechanical engineering, public administration, public policy, Governance and leadership, Business administration, Economic policy management, Corporate governance, International business, Economic policy management, Public financial management	<ul style="list-style-type: none"> • Business administration • Management • Public policy management • Monitoring and evaluation • Human resources management • International relations
3. Needs regarding doctor's degrees		
(1) Is introducing a JDS doctor's degree advantageous in the organization?	Advantageous	Advantageous
(2) In what fields are there high needs for a doctor's degree?	<ul style="list-style-type: none"> • Administration • Budget management • Policy making • Statistics • Engineering • Accounting, finance • Public procurement 	<ul style="list-style-type: none"> • Research • Policy management • Monitoring and evaluation
(3) How many male and female employees hold doctor's degrees?	None	None
(4) In which countries have the doctor's degrees in (3) been obtained?	N/A	N/A
(5) Are employees who have obtained an overseas doctor's degree treated better than those who have obtained one in Ghana?	N/A	N/A
(6) Does a doctor's degree have an impact on promotions and monthly salary?	N/A	N/A
(7) Does a doctor's degree have a negative impact on changes in position or rank?	N/A	N/A
(8) After an employee has taken study leave to obtain an overseas master's degree, for how long must they work in the organization as a minimum?	4 years	
(9) Is it necessary to establish doctor's courses in the JDS Project		Necessary

	9	10
4. Scholarship programs (master's and doctor's courses) other than the JDS Project that have sent offers to your organization		
(1) Scholarship names, sponsors, numbers of scholars, etc.	N/A	Currently no scholarship offers.
Name of the Scholarship		
Application requirements		
Selection process		
Number of scholars		
(2) What are the merits and demerits of the JDS Project compared to other scholarship programs? What are the advantages of studying in Japan compared to other countries?		
5. Concerning female candidates		
(1) What are the factors that prevent female employees from applying for the JDS Project?	The period of study is too long for married women.	Cannot apply due to family issues
(2) Reasons why the pass rate is lower for women than for men		Because men meet the age requirement.
(3) Methods for increasing the number of female applicants	The program should also allow for conducting research in one's home country.	The age limit should be raised from 41 to 48. That would allow female employees who are mothers to study overseas because their children are more likely to be old enough to look after themselves.
6. Other points		
Other points and recommendations	If the aim is to target candidates who will be future policy makers, the PBMEs should be targeted.	The Ministry of Justice has no other scholarship offers, so would like to be targeted by the JDS Project.