

Republic of Kenya
Ministry of Public Service, Performance and Delivery,
State Department for Public Service (SDPS)

**Preparatory Survey
on the Project for Human Resource
Development Scholarship
in the Republic of Kenya**

Final Report

June 2024

Japan International Cooperation Agency (JICA)

Japan International Cooperation Center (JICE)

GL
JR
24-016

SUMMARY

1. Summary of the Preparatory Survey

Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 6,030 international students from a total of 22 countries since the first intake of international students in FY 2000 up to FY 2022.

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the “JDS basic research”), verified the effectiveness and carried out a comparative analysis of JDS in the target countries, and demonstrated future project enforcement policies and strategies. In the FY2019 basic research, the degree recipient rate of JDS Fellows from all 13 countries surveyed was 98.7%, and the public servants incumbent rate was still high at about 80%. In the questionnaire for Returned Fellows, it showed that the Japanophile feelings were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding. In addition, for countries where JDS is being conducted, JDS sets three stages of development; 1. response to development issues, 2. response to development issues and Japan’s national interest, and 3. Japan’s national interest. The focus of the target organization and the human resources should be shifted according to each stage.

Kenya became one of the new target countries of the JDS Preparatory Survey in FY2020, and 31 JDS Fellows were dispatched to Japan from FY2021 to FY2023. Acceptance of JDS Fellows in FY 2024 will mark the completion of sending JDS Fellows in the present framework. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the policy of Japan’s economic cooperation to Kenya, relevant JICA programs, etc. in the formulation of the project based on the needs of the government of Kenya.

Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Kenya and needs for human resource development, and formulate a framework for next four batches starting in FY 2025.
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

Method of the Survey

The Preparatory Survey was conducted through a literature review, questionnaire survey and interviews.

- October 2023: The first field survey
 - Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy towards Kenya and development needs of Kenya
 - Confirming the implementation structure of the project
 - Determining host universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
- January 2024: Drafting the basic plan for the target priority area
- February 2024: Estimating the project scale
- April 2024: The Second field survey; interviews with JDS Returned Fellows

Results of the Survey

(1) Project Design

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

The Framework of the JDS in Kenya (from FY 2025 to 2028)

Sub-Program	Component	Accepting University	Graduate School (GS)	Maximum Number of Slots
1 Improvement of Administrative Functions	1-1 Improvement of Administrative Capacity of Central and Local Governments	Hiroshima University	GS of Humanities and Social Sciences/ GS of Innovation and Practice for Smart Society	2
		National Graduate Institute for Policy Studies (GRIPS)	GS of Policy Studies	2
	1-2 Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	International University of Japan (IUJ)	GS of International Relations (GSIR)	3
	1-3 Capacity Building for Legal Development and Operation	Kyushu University	GS of Law	2
	1-4 Capacity Building for Urban and Regional Development Plans/ Policies	Toyo University	GS of Global and Regional Studies	3

(2) Target Organizations

Regarding the target organizations for recruiting, it was agreed that the Target Organization of the current phase will be unchanged in the next phase too. For the central government ministries and agencies, target organizations may be changed due to the impact of reform of ministries and agencies, etc. Therefore, they shall be checked and determined with agreement at the first Operating Committee of each batch.

The Kenyan government gave us a proposal to continue to include the County governments in the target of the master's degree program and doctoral degree program in the next phase and to add public universities (researchers and faculties) and public research institutes as targets of the Kenya doctoral degree program from the next phase. In response to this proposal, this Preparatory Survey was conducted, and involvement of each of the County governments, public universities, and public research institutes in policy making of central government ministries and agencies and possibility of their assignment to important positions at central government ministries and agencies were confirmed. Therefore, it was determined to include them in the target organizations for the next phase.

(3) Doctoral degree program

Through discussion with the Kenyan government, it was agreed to continually keep one slot of fellow, considering the following. Though a doctoral degree is not a requirement for promotion in the personnel system, central government ministries and agencies have a need for developing senior positions who are required to have a high level of expertise, such as economists of The National Treasury and Economic Planning and officials of Office of Attorney General. Even at the other ministries and agencies, it was expected that personnel with expertise who came back from overseas study for a doctoral degree would contribute to the organizations through their research and analysis and policy making, etc., and a need for acquisition of a doctoral degree was observed. In addition, the number of personnel who have a master's degree (who have not obtained a doctoral degree yet) at central government ministries and agencies are several dozens or several hundred depending on the organization. It was confirmed that a certain number of potential applicants existed there.

As described above, it was determined to add public universities (researchers and faculties) and public research institutes to the target organizations of the Kenya doctoral degree program from the next phase. It was already confirmed that each of the public universities and public research institutes has a comparable number of potential applicants as those of the central government ministries and agencies.

(4) The Operating Committee Members

The Operating Committee consists of Kenyan members (the State Department for Public Service in the Ministry of Public Service, Performance and Delivery Management (hereinafter referred to as "SDPS"), The National Treasury and Economic Planning and Japanese members (Embassy of Japan in Kenya and JICA Kenya Office), and it was agreed upon that the same structure continues from the current phase (Co-Chaired by SDPS and JICA Kenya Office).

The Operating Committee Members of JDS Kenya

	Role	Organization
Kenyan Side	Co-Chair	State Department for Public Service (SDPS), Ministry of Public Service, Performance and Delivery
	Committee Member	The National Treasury and Economic Planning
Japanese Side	Committee Member	Embassy of Japan in Kenya
	Co-Chair	JICA Kenya Office

(5) Evaluation of Relevance of the JDS

Taking account of the development plan of Kenya and the current condition and issues of the sector, the survey team analyzed the consistency between the JDS and the development plan of Kenya. The prioritized aid area of the Kenya JDS is positioned as a contributing effort towards the achievement of the Vision 2030, the national development plan of the Kenyan Government, and Big Four Development Agenda, the 'Big Four' (an economic policy with four-pillar priority consisting of (i) Manufacturing, (ii) Food and Nutrition Security, (iii) Universal Health Coverage, and (iv) Affordable Housing) developed in 2017, as well as the new policy developed with the start of the new Ruto Government in August 2022 Policy 'Bottom-Up Economic Transformation Agenda (BETA)' (a spending plan for public investment in priority development sectors).

Furthermore, Japan's Country Development Cooperation Policy to Kenya formulated in September 2020, set "Contribution to sustainable development and equitable social development conducive to economic growth" as a basic policy, 6 areas (1. Economic Infrastructure Development / 2. Industrial Development / 3. Agriculture Development / 4. Universal Health Coverage (UHC) / 5. Environment / 6 Regional Stabilization) as priority areas, and 13 development issues. The JDS seeks to develop the competencies of core human resources in the government organizations engaged in the relevant fields of each focus area. It contributes to resolve respective development issues and matches with Japanese Development Cooperation policy.

Accordingly, the JDS aims to reinforce human resource development who will be responsible for nation-building in their country and contribute to achieve medium and long term goals benefitting the development plan in Kenya. It is highly relevant to the assistance policies of Japanese government while it enhances complement cooperate-project such as technical cooperation programs, ODA projects, and etc.

2. Recommendations

Recommendations under this survey are as follows.

(1) Activities that Contribute to Diplomatic Effectiveness

One of the purposes of the JDS Project is to help to strengthen the bilateral relationship. So in the stage of recruitment, it is necessary to recruit applicants who understand the diplomatic policies and cooperation policies of the Japanese government from target organizations and secure as many applicants and final candidates as possible from target organizations that are likely to contribute to the important cooperation areas committed recently between the two countries. In the stage of selection, it is important to select successful candidates who are more likely to contribute to strengthening the bilateral relationship among these candidates. In addition, when it comes to support for students who studied in Japan and returned to Kenya, it is necessary to help them get promoted as part of the project so that they can take advantage of their experience studying in Japan and the results of their study and contribute to strengthening the bilateral relationship, and conduct follow-ups so that networks with Japanese in the country can be built and utilized.

i) Recruitment and selection

An agreement was reached with the Kenyan government to make no change to the details of the Components, the number of students accepted for each Component and graduate school, and the target organizations in the current phase for the next phase of the JDS Project for Kenya. On the other hand, in discussions for the Preparatory Survey, the both countries agreed to strategically select human resources who not only contribute to addressing the development issues but also help to strengthen the bilateral relationship considering anticipation of career paths JDS Returned Fellows.

Given these points, it is important to make efforts as described below and conduct strategic recruitment and selection in order to secure human resources who serve the purposes of the JDS Project throughout the phase:

Promoting Target Organizations' understanding toward strengthening the bilateral relationship

In Explanatory Meetings for recruitment, it is important to explain that the bilateral relationship between Japan and Kenya has been strengthening by referring to the TICAD and recent summit meetings and introducing examples of Japan's support, emphasize Japan's strengths and differentiate our support from support of other countries, and make potential applicants understand this project's purpose of strengthening the bilateral relationship. It is also necessary to explain the specific diplomatic and economic relations between the two countries and Japan's support to JDS Fellows who were finally selected in an orientation or send-off party before they leave for Japan in order to make them aware that they are expected to contribute to the

development of both countries and strengthening the bilateral relationship.

Recruiting potential applications from the ministries and agencies related to the important cooperation areas of support in the bilateral relationship

In order to enhance the effectiveness of strengthening the bilateral relationship, it is desirable to concentrate our efforts to recommend application on target organizations related to recent Japan's important cooperation areas such as the Ministry of Foreign and Diaspora Affairs, the The National Treasury and Economic Planning and the Ministry of Investment, Trade and Industry. So, it is necessary to hold an Explanatory Meeting for the personnel departments and officials of these organizations on an individual basis and encourage them to have their human resources who help to strengthen the bilateral relationship to apply.

Selecting human resources who can contribute to strengthen the bilateral relationship

The key to selecting human resources who help to strengthen the bilateral relationship in the stage of selection is to adequately confirm candidates' intention to contribute to addressing the development issues of Kenya, developing their policies, and strengthening the bilateral relationship by studying in Japan in the general interview by the Operating Committee. To do so, it is necessary to give the Operating Committee interviewers explanations of the important evaluation criteria to be checked in the general interview and especially the scoring items related to candidates' potential to contribute to strengthening the bilateral relationship in view of the recent diplomatic policies and the above-mentioned important items of cooperation in the bilateral relationship, and to interview them according to the purpose of the project.

Selection of target organizations taking into consideration of their contribution to bilateral relationship

In Kenya, the central ministries and agencies were reorganized in October 2023. When the ministries and agencies are again reorganized due to the political situation in the future, the new target organizations will need to be determined by considering the diplomatic, economic, trade, investment between Japan and Kenya, and a policy of "Business development of Japanese companies," which was mentioned at the recent summit conference.

ii) Follow-up activities

To ensure diplomatic achievements and benefits for the development issues through the JDS Project, it is extremely important to conduct follow-ups to make optimal use of JDS Returned Fellows. However, since there are still few JDS Returned Fellows in Kenya and there are limitations on conducting follow-ups that cover JDS Returned Fellows only, it will be effective to conduct follow-ups with cooperation from those with experience studying in Japan through the ABE Initiative or other programs. Since they are a very useful asset in promoting understanding of Japan and building friendly relations between our two countries, we should utilize this diplomatic asset effectively.

Holding workshops and other events for deepening networks with Japanese interested parties

JDS Returned Fellows and their bosses who returned to Kenya after studying in Japan through the ABE Initiative or other programs (public servants rather than people from private organizations), and Japanese people (including Japanese Company) in Kenya should be gathered to hold various events including workshops and recreation events. For example, JDS Returned Fellows hold a workshop together with those who returned to Kenya after studying in Japan through the ABE Initiative and officials from Japanese companies. The Returned Fellows give presentations and exchange opinions with the officials from Japanese companies on possible cooperation or collaboration with these Japanese companies based on the major policies of their ministry or agency and work in which they are engaged as well as career paths they expect to take in the future (including promotion and involvement in policy planning).

These event activities should be used to provide opportunities for these Returned Fellows to play an active role and build and maintain a good relationship with Japan in Kenya.

(2) Issues and measures regarding securing number of applicants

The number and ratio of the applicants in the first phase in Kenya were nine applicants/1.3 times in the recruitment of the first batch (in 2020) and 12 applicants/1.0 time in the second batch (in 2021). When the Project first started, a sufficient number of applicants were not secured. However, the number and ratio became 29 applicants/2.4 times upon recruitment of the third batch (in 2022) and 41 applicants/3.4 times in recruitment of the fourth batch (in 2023), which indicates a rising trend in the number of applicants. On the other hand, even in the fourth batch, the number of applicants is still low for the National Graduate Institute for Policy Studies (GRIPS). It is necessary to consider additional action to increase the number of applicants to the university and to select quality fellows from larger pool of candidates, such as; To provide an opportunity for discussion between the university's faculties and the Kenyan government by holding an opinion exchange meeting, which would take place during technical interviews, and explain to the Kenyan government about the areas that can be studied at the university to enable the Kenyan government to present applicable target organizations or departments, etc. for promoting application.

Other strategies related to recruitment

Since the JDS Project was started in Kenya four years ago, a total of nine Kenyan students have successfully earned degrees and returned to Kenya and their offices, raising the project's profile among the target organizations. JDS Returned Fellows have been invited to participate in Explanatory Meetings and Promotion Seminars and spoke about their experiences studying in Japan, which has helped to eliminate potential applicants' concerns about studying in Japan and to elevate their expectations. In FY2023, we created promotion videos featuring the experiences of JDS Returned Fellows and other content. We should use these to encourage potential applicants to apply for this project in subsequent fiscal years.

It is also necessary to inform the officials in charge in the personnel departments of the ministries of the advantages of the JDS Project. We should actively call their attention to the advantages of the JDS Project, namely that the project aids in the medium- and long-term development of Kenya because it is intended for public servants and it provides a human resource development program fit for the country's development issues; accepting universities are positioned as project partners; in addition to existing programs, special programs are offered to provide a curriculum that is fit for the country; and other added value is provided. We should also actively emphasize that consistent teaching and accepting systems have been established, foreign students staying in Japan can receive substantial support (e.g., periodic monitoring) throughout the entire duration of their stays, and other various activities to provide added value are conducted (e.g., networking events involving government officials in Japan). We should make the most of these features and advantages of the JDS Project, actively visit the target organizations, and call their attention to the advantages of the JDS Project in order to recruit over excellent applicants.

Points to note regarding Target Organizations

Based on the Minutes of Discussions that took place during this survey, a framework for the Kenya JDS, including target organizations, was established and agreed on with the Kenyan government. The framework describes the target organizations assumed for each Component, and it was agreed that the target organizations should be discussed by the Operating Committee every year before recruitment begins. In the current phase, as agreed by the Operating Committee, target organizations are not set for each Component; instead, target organizations are allowed to apply for any Component so a suitable number of applicants can be secured.

(3) Efforts to support JDS Fellows for achieving the purposes of the project and improving the JDS project's advantages over other projects

JDS Fellows are expected to contribute to resolving the country's development issues as core personnel and to expanding and strengthening relations between our two countries as friends who have a good understanding of Japan after they return to Kenya. Supporting them in living their daily lives in Japan and gaining degrees at graduate schools and providing them with programs that increase the added value of the JDS Project will help to achieve the purposes of the project as well as improve the attractiveness of the project and its advantages over similar projects carried out by other donors in different countries covered by this project. Therefore, it is desirable to continue the following efforts in the next phase:

Necessity of value-added programs

To improve the abilities of JDS Fellows, to build human relationships that serve as a foundation for good bilateral relationships, and to differentiate the JDS Project from other scholarship programs, further efforts should be made to provide Kenyan students in Japan with value-added opportunities in addition to study at their accepting universities. Currently, opportunities to participate in various events—such as training for JDS Fellows who have not completed their courses yet, exchange meetings for government officials, and training planned by the JICA Development Graduate School Initiative—are provided for Kenyan students studying at Japanese universities. We should continue to provide such value-added programs that are unique to Japan.

Effective Monitoring

JDS Fellows have various problems related to their research, daily living, family with whom they live in Japan, and so on. The Agent assigns a monitor to each JDS Fellow at each accepting university to support them in dealing with these problems effectively and to take various creative actions. The Agent have made efforts to solve problems early by implementing measures using the quantitative and qualitative information.

Surveys of all JDS Fellows about their study abroad experience have indicated that one of the areas highly rated by respondents including Kenyans was the thoroughness of the Agent's monitoring and living support. Also, the comparative advantage of JDS most frequently mentioned by JDS Returned Fellows from Kenya we met through this survey was the generous support they received including monitoring. This is a support system unique to JDS that is not provided by any other scholarship programs including the Australian government scholarship programs or the Fulbright Program. It is therefore important to continue to enhance JDS Fellow monitoring to strengthen the ties with them and improve the project rating.

(4) Initiative to invigorate alumni association activities

The establishment of an alumni association will be valuable for Returned Fellows to utilize the JDS network and maintain and expand their ties with Japan, and through the alumni association, a strong network among Returned Fellows will be formed and expanded, and can be a future diplomatic asset and diplomatic counterpart of Japan, This will greatly contribute to the objectives of the JDS.

In JDS Kenya, the first batch Returned Fellows organized an alumni association, began to discuss future activities, and are already cooperating with JDS's recruitment activities. It is important to continue actively involve alumni associations in such as encouraging application, orientation before dispatching to Japan, and report meetings after returning to Kenya to make potential applicants and future Returned Fellows aware of the existence of alumni associations and to attract their members. It is also necessary to introduce the management methods and activities of alumni associations in other JDS countries to promote the establishment of the association and holding of regular events.

(5) Activities for future Critical Mass¹ formation

JDS also aims to form a "Critical Mass" (a group that can be expected to be effective in an organization) of JDS Returned Fellows in each ministry and agency, with a view to enabling them to utilize the achievement of their studies in their belonging organizations after returning to their home countries and to expand influence of Japan in the target organizations from a diplomatic perspective.

In order for the formation of a Critical Mass to be effective, it is important not only to increase the number of JDS Returned Fellows in an organization, but also that the JDS Returned Fellows promote and it leads to increase the percentage of JDS Returned Fellows in managers (assistant manager level or higher) who can be involved in policy making in an organization.

In the public service system in Kenya, one of the conditions for promotion is to serve in the same position for two or three years. Considering the condition, it is desirable to check the promotion status of the Returned Fellows whose number is increasing to the future. And when any Returned Fellows who cannot be promoted within two or three years is found, it is desirable to take measures such as providing opportunities to obtain advice from senior Returned Fellows who have been promoted. In the mid- to long-term aspect, the agent should accumulate information on the belonging organization, departments, and fields of work of the un-promoted Returned Fellows and analyze the factors that prevent their promotion. Then, strategic recruitment and selection methods should be considered with an eye to the critical mass in terms of the potential of promotion. It is desirable to consider strategic recruitment and selection methods with a view to forming a critical mass in the future, referring to the actual number of applicants and successful candidates from ministries and agencies related to the important cooperation areas for strengthening bilateral relationship.

¹ In marketing, it generally refers to the "branch point where the penetration rate of products and services jumps at a stretch". In JDS, it refers to the formation of a certain group of JDS Returned Fellows in each target organization.

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[Appendix]

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LIST OF ABBREVIATIONS

Abbreviations	Description
ABE	African Business Education Initiative for Youth
ADB	Asian Development Bank
AOTS	The Association for Overseas Technical Cooperation and Sustainable Partnerships
BETA	Bottom-Up Economic Transformation Agenda
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CP	Component
CS	Cabinet Secretary
COMESA	Common Market for Eastern and Southern Africa
DAC	Development Assistance Committee
EAC	East African Community
E/N	Exchange of Note
EPA	Economic Partnership Agreement
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
GRIPS	National Graduate Institute for Policy Studies
FOIP	Free and Open Indo-Pacific
IELTS	International English Language Testing System
IDA	the global Independent Development Association
IMF	International Monetary Fund
JDS	Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JEPAK	JICA Ex-Participants Alumni of Kenya
JICA	Japan International Cooperation Agency
JICA-DSP	JICA Development Studies Program
JICE	Japan International Cooperation Center
JJ/WBGSP	Joint Japan/World Bank Graduate Scholarship Program

JLPT	Japanese-Language Proficiency Test
KANU	Kenya African National Union
KCSE	Kenya Certificate of Secondary Education
KEJAA	Kenya Japan Alumni Association
KES	Kenya Shilling
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KOICA	Korea International Cooperation Agency
MEXT	Ministry of Education, Culture, Sports, Science and Technology
MTP	Medium Term Plan
NGO	Non-Governmental Organization
OC	Operating Committee
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PS	Principal Secretary
PSC	Public Service Commission
SDGs	Sustainable Development Goals
SDPS	State Department for Public Service
SNS	Social Networking Services
TICAD	Tokyo International Conference on African Development
TNT	The National Treasury and Economic Planning
TOEFL	Test of English as a Foreign Language

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

1-1. Present Situation and Issues of JDS

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid project that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government’s “100,000 International Students Plan”. The purpose of the JDS is that “young government officials and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain master’s degrees and Doctoral degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks”. The project has accepted 6,030 international students from a total of 22 countries since the first intake of international students in FY 2000 up to FY 2023.

Although the original target countries of JDS were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Ghana in Africa in FY 2012; Nepal in FY 2016; Pakistan, East Timor and Bhutan in FY 2019; Maldives, Kenya and El Salvador in FY 2021; and Senegal in FY 2022, and now covers 20 countries. Indonesia left the JDS, which was conducted by the Japan International Cooperation Agency (herein referred to as “JICA”) in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS with the last JDS participants from China accepted in FY 2012².

² After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

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

Table 1: Number of JDS Fellows Dispatched (2000 - 2023)

Country \ Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total	
Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	17	17	16	16	19	19	19	418	
Laos	20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	22	22	22	22	22	22	22	508	
Cambodia	-	20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	26	26	26	548	
Viet nam	-	20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	62	63	61	63	25	39	827	
Mongolia	-	-	20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	22	22	22	22	16	16	16	416	
Bangladesh	-	-	29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	30	33	33	32	33	33	33	525	
Myanmar	-	-	14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	48	48	48	48	43	0	0	648	
China	-	-	-	42	43	41	43	47	47	48	45	39	35	-	-	-	-	-	-	-	-	-	-	-	430	
Philippines	-	-	-	19	20	20	25	25	25	20	20	20	20	20	20	20	20	20	21	21	21	17	20	20	439	
Indonesia	-	-	-	30	30	30	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120	
Kyrgyz	-	-	-	-	-	-	-	20	20	18	14	14	15	15	15	15	15	15	15	19	20	18	20	19	287	
Tajikistan	-	-	-	-	-	-	-	-	-	3	5	5	5	5	5	5	8	8	8	13	15	16	15	121		
Sri Lanka	-	-	-	-	-	-	-	-	-	-	15	15	15	15	15	15	15	15	17	17	17	17	17	17	222	
Ghana	-	-	-	-	-	-	-	-	-	-	-	-	5	5	5	10	10	10	10	10	13	13	13	13	117	
Nepal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	20	20	20	22	21	21	22	166	
Timor-Leste	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	8	8	7	7	38	
Pakistan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17	16	18	16	17	84
Bhutan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	10	9	9	5	43	
Maldives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	6	4	16	
Kenya	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	9	12	31	
El Salvador	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	7	7	21	
Senegal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	5
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	281	321	360	367	381	302	318	6,030	

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

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the “JDS basic research”), verified the effectiveness and carried out a comparative analysis of JDS in the target countries³, and demonstrated future project enforcement policies and strategies. In the

³The FY2014 basic research was conducted in 11 countries except Ghana, which was excluded because its first JDS students had only just returned to the country. The FY2019 basic research was conducted in 13 countries. East Timor, Pakistan and Bhutan were excluded because they did not have any graduated students.

FY2019 basic research, the degree recipient rate of JDS Fellows was 98.7%, and the public servants' incumbent rate was still high at about 80%. In the questionnaire for Returned Fellows, it showed that the Japanophile feelings were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

Table 2: Future Directions of JDS (FY2019 JDS Basic Research)

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

In addition, for countries where JDS is being conducted, the number of development issues which require donors to deal with is likely to decrease as the project continues. Therefore, JDS sets three stages of development; 1. Response to development issues, 2. Response to development issues and Japan's national interest, and 3. Diplomatic effects, and then it was proposed that the focus of the target organization and the target human resources should be shifted according to each stage.

Furthermore, under the policy to strengthen bilateral relationships through the JDS Project, since 2021, motivating candidates to contribute to strengthening of bilateral relationships has been highlighted, and related items have also been added to the candidate screening criteria. More specifically, (1) Local Japanese embassy staff or JDS Returned Fellows are asked to talk about the importance of a bilateral relationship at occasions where JDS Fellows (including candidates) gather such as an explanatory meeting, pre-departure send-off party, report meeting, and regular alumni activities and (2) Questions about a candidate's contribution to the bilateral relationship between their country and Japan are added to both the application form and the screening criteria, which are to be asked for answers.

1-1-3. Socio-Economic Situation⁴

Kenya is located in East Africa, is 580,000 square kilometers in area (approximately 1.5 times the size of Japan) and the population is approximately 54.03 million (2021, World Bank). Kenya gained its independence from the United Kingdom in 1963 but remains a member state of the Commonwealth of Nations today. Nairobi, the capital city is a major crossroad hub of telecommunications, finance and transportation in East Africa. Mombasa, the second most economic city bordering the Indian Ocean has the largest port in East Africa and is an important gateway to the neighboring landlocked countries such as Uganda and Rwanda. Kenya is a multiethnic country that consists of 40 or more ethnic groups. The major ethnic groups are Kikuyu, Luhya, Kalenjin and Luo. The official languages are Swahili and English. The religious followings of Kenyans are made up of approximately 80 percent Christian, 10 percent Muslim, with the remaining following traditional and other religious practices.

The key industry of Kenya is agriculture, which accounts for 23% of its GDP, 54% of all employees, and 65% of exports (Kenya National Bureau of Statistics, in 2021). Improvement of the self-sufficiency ratio and agricultural productivity along with increasing population is an important issue for the nation. It is said that 80% of farmers hold farms of 1 ha or less, and are engaged in near-subsistence agriculture. However, vegetables, flowers, tea, coffee, and the like, which are export crops for customers abroad, are grown on commercial farms. The top export partners in 2022 were Uganda (11.1%, since 2018), followed by the U.S. (9.2%), the Netherlands (8.0%), Pakistan (7.3%), and Tanzania (6.6%). The country has export partners around the world, not only neighboring countries but also in Europe and the U.S., Asia, and others.

⁴ Compiled on the basis of the following documents (all browsed on 12 May 2024). “Japan-Kenya Relations (Basic Data)”(<https://www.mofa.go.jp/region/africa/kenya/data.html>), JICA “Kenya Industry Map 2022” (https://www.jica.go.jp/Resource/kenya/office/information/event/jd9fs10000004qd8-att/Kenya_IndustryMap_2022_Report.pdf) ,JETRO “Trade and investment in Kenya” (<https://www.jetro.go.jp/world/africa/ke/gtir.html>) (Date of publication: 9 November 2023)

Kenya is a member of the East African Community (EAC) Customs Union (which took effect in January 2005) and the Common Market for Eastern and Southern Africa (COMESA) (which took effect in October 2000). The EAC approved accession of the Democratic Republic of the Congo (DRC), which has the population of 90 million, in April 2022. Seven countries are members, covering a total population of 267 million people. Kenya is also actively promoting trade negotiations with countries outside Africa, and in January 2021 its Economic Partnership Agreement (EPA) with the U.K. took effect.

1-1-4. Political System⁵

Kenya's political system is that of a Republic. The head of state is the president chosen by a direct election, and a presidential term is five years with service limited to a maximum of two terms. In 2013, the Prime Minister system was abolished and moved from a unicameral system to a two-chamber system (the Senate representing the county and the lower house of the constituency parliament).

Since the Kenya's independence in 1963, the country was ruled by a longtime, one-house parliamentary government controlled by the Kenya African National Union (KANU). Both Jomo Kenyatta (the first president) and Daniel Arap Moi (the second president) were KANU members. However, a multiparty system was introduced in 1991, and Mwai Kibaki who later ran for president representing an opposition coalition consisting of a multi-party alliance, was elected president in 2002 to finally realize a true change in government. Although following Kibaki's re-election in 2007, Uhuru Kenyatta who was originally a member of the KANU (now a member of The National Alliance) won the presidential election in the 2013, then won re-election in 2017. At the presidential election in 2022, the former vice president, William Ruto, was elected. His rival candidate, the former prime minister, Raila Odinga, filed an appeal against the outcome to the Supreme Court, but the Supreme Court turned it down, which determined Mr. Ruto as the winner. He has remained president up to now.

The current Kenyan constitution went into force on August 27, 2010. Under that constitution, the Kenyan national system of government consists of four organizations: "the executive," "the legislature," "the Judiciary" and "the devolved governments." The executive represents the President, Deputy President, and Cabinet, the legislature represents the National Assembly and the Senate, the judiciary represents the justice authority and the devolved governments represent county governments. Consequently, Kenya's constitution is based on the separation of powers (administration, legislation and judicature)⁶.

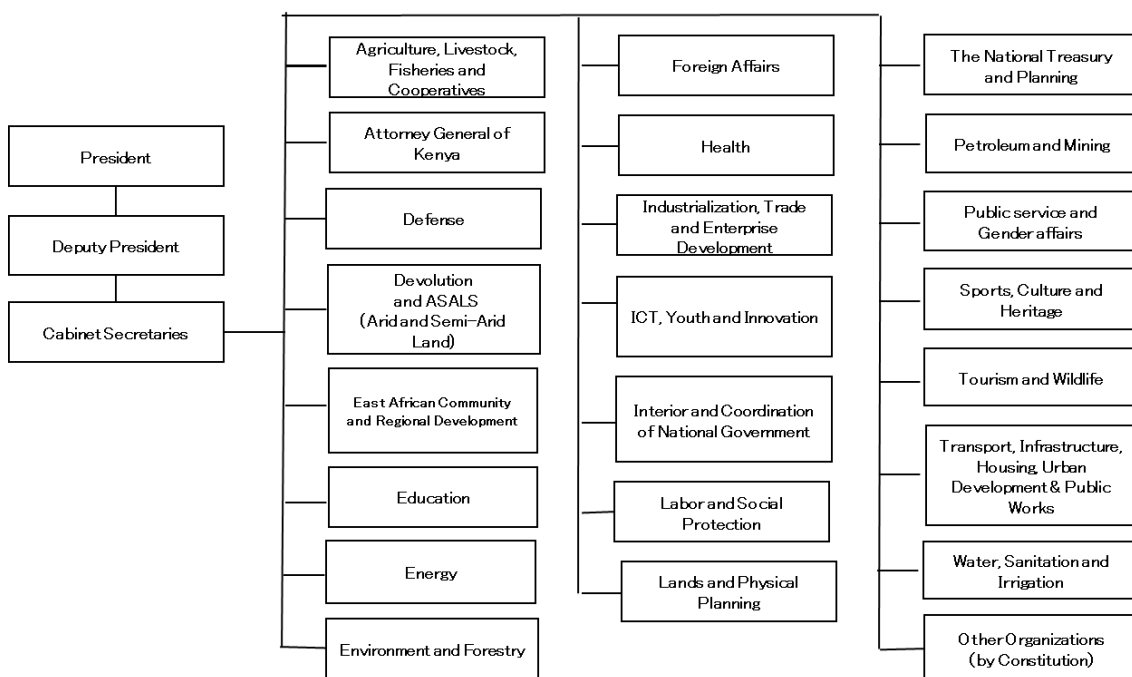
⁵ Compiled on the basis of the following information described in JICA internal documents, JICA "Index List by Country (Issue of March 2019)", "MOFA "Data by Country in 2017," MOFA "Basic Data for the Republic of Kenya," and JETRO "Basic information for the Republic of Kenya."

⁶ National Council for Law Reporting with the Authority of the Attorney-General, Constitution of Kenya, 2010

According to the presidential order as of 2023 there are 22 Ministries, the Attorney General of Kenya, 7 agencies established directly under the constitution or by presidential order and 29 affiliated agencies of the Ministries⁷.

Kenya had a central government-led state system until the formulation of the current constitution. However, the constitution designated 47 counties as individual local governments, which to a degree led to a weakening of presidential powers and consequently a shift toward decentralization. After the general election in 2013, county governments were established with many central government authorities being devolved to those county governments. County budgets and officials were also allocated or transferred from the traditional administrative districts and central government. There are administrative divisions such as sub-counties, wards and villages under each county. The fact that there has been a transition of power to the counties in relation to decentralization has resulted in the counties having to deal with many problems beyond their administrative capacity which has consequently led to a reinforcement of presidential powers.

The following is the Kenyan government organization chart:



Source: Created by the investigative team

Figure 1: Kenyan Government Organization Chart

⁷ 「ORGANIZATION of THE GOVERNMENT OF THE REPUBLIC OF KENYA (EXECUTIVE ORDER NO. 2 of 2023)」 (<https://www.president.go.ke/wp-content/uploads/Executive-Order-No.-2-of-2023-.pdf>) (browsed on 24 May, 2024)

1-1-5. Development Plan

The Kenyan national development program, “Kenya Vision 2030” was formulated in 2008 to reflect planned goals into 2030. The Kenya Vision 2030 is a representation of the country’s long-term development blueprint. It is to create “a globally competitive and prosperous country with a high quality of life” as its slogan. The objective is to become a newly industrialized and middle-income country by 2030⁸.

Table 3: General Outline of the Kenya Vision 2030

Goals	Priority Areas	Common Challenge
To achieve GDP growth rate of 10 %	<ul style="list-style-type: none"> ● Tourism ● Agriculture and Livestock ● Wholesale & Retail ● Trade ● Manufacturing ● Financial Services ● Business Processes Offshoring and IT-Enabled Services 	Infrastructure Science, Technology and Innovation Land Reforms Human Resource Development Improving Public Security Public Sector Reforms
A society in which people live in a clean and secure environment, where they are equal, just and united.	<ul style="list-style-type: none"> ● Education & Training ● Health ● Water & Sanitation ● Environment ● Housing& Urbanization ● Gender, Youth, Sport & Culture ● Equity and poverty elimination 	
A democratic political system that is issue based , respects the rule of law, and protects the rights and freedoms of every individual in Kenyan society	<ul style="list-style-type: none"> ● Rule of Law ● Electoral & Political Processes ● Democracy and Public Service Delivery ● Transparency and Accountability ● Management and Operation of Public Service ● Security, Peace Building and Conflict Management 	

Source: Ministry of State for Planning, Vision 2030

⁸ The National Treasury and Economic Planning, Kenya Vision 2030 (<https://www.planning.go.ke/kenya-vision-2030/>) (browse on 24 May, 2024)

Based on the Vision 2030 described the above, “the Medium-Term Plan (MTP)” conveys from the First to Fourth MTPs have been formulated. The First MTP (2008-2012) and the Second MTP (2013-2017) aimed for “Rapid economic recovery after the 2007 presidential election turmoil”, “Accelerating economic growth through infrastructure investments” and “Establish the improvement of social services in the education and medical fields”. The Third MTP (2018-2022) was on condition of the achievements of the First and Second MTPs, declared a policy dedicated to the consistent implementation of the key government programs and project plans, as well as “the Big Four Development Agenda (Big Four)” with the initiative of the president Kenyatta at that time, as new policies to contribute to achievement of “Kenya Vision 2030”. Under the Big Four, policies and projects relevant with four prioritized areas, which are “Enhancing Manufacturing”, “Food Security and Nutrition”, “Universal Health Coverage” and “Affordable Housing” was conducted until 2022⁹.

In the Fourth MTP (2023 to 2027) of the current Medium-Term Plan, five priority development areas ("Agriculture Transformation and Inclusive Growth," "Transforming the Micro Small and Medium Enterprise (MSME) Economy," "Housing and Settlement," "Healthcare," and the "Digital Superhighway"¹⁰ and the Creative Economy¹¹) were set for the aim of creating employment for 1.2 million people annually, export promotion, and reducing inflation and living costs in order to restore an economy that has deteriorated due to the COVID-19 pandemic. In addition, along with the start of the new Ruto government in August 2022, a new policy dubbed the "Bottom-Up Economic Transformation Agenda (BETA)" was introduced in 2023 to enhance the thrust of the fourth MTP. BETA sets 10 development areas and 12 success factors (main targets of public investment in each development area). Also, as shown in the following table, it lays out a spending plan for the public investments by mapping and organizing the development areas, success factors, and priority development areas of the fourth MTP¹².

⁹ The National Treasury and Planning, Third Medium Term Plan 2018-2022

¹⁰ A plan for realizing high-speed communications throughout the entire country, including urban and local areas.

¹¹ Economy led by the creative industry, including art and design.

¹² Operationalizing the Bottom-up Economic Transformation Agenda, September 2023 Edition No. 16 (http://www.parliament.go.ke/sites/default/files/2023-09/Budget%20Watch%202023_0.pdf) (browsed on 24 May, 2024)

Table 4: Mapping of BETA’s Development Areas, Enablers, and Fourth MTP

Development Areas (10)	BETA Enablers (12) *Major target for public investment	Five priority development areas of the Fourth MTP (5)
1 Education	1 Education and Training	
2 Energy, Infrastructure and ICT	2 Infrastructure - roads, electricity, petroleum	1 Housing and Settlement 2-1 Digital Superhighway
3 Public Administration and International Relations	3 Services Economy – financial services 4 Foreign Policy and Regional Integration 5 Governance – public service transformation	
4 Governance, Justice, Law and Order	5 Governance – respect for peace, justice and human rights, security	
5 National Security	5 Governance – security	
6 Health		3 Healthcare
7 Environment Protection, Water and Natural Resources	2 Infrastructure – water & irrigation 6 Blue Economy ¹³ 7 Environment and Climate Change	
8 Agriculture, Rural and Urban Development	8 Manufacturing – Leather, Dairy, textile, edible oils, tea	4 Agriculture Transformation and Inclusive Growth
9 Social Protection, Culture and Recreation	9 Women Agenda 10 Social Protection 11 Sports, Culture and Arts 12 Youth Empowerment and Development	2-2 Creative Economy
10 General Economic and Commercial Affairs	3 Services Economy – tourism 8 Manufacturing – leather, dairy, textile, edible oils, tea, building and construction materials	5 Transforming the Micro Small and Medium Enterprise (MSME) Economy

¹³ Sustainable use of marine resources for economic growth, livelihoods and employment while maintaining the health of marine ecosystems. WWF website (<https://www.wwf.or.jp/activities/basicinfo/5320.html>) (browsed 3 June 2024)

1-1-6. Higher education circumstances

Kenya's education system has been an 8-4-4 system, i.e., eight years of elementary education, four years of secondary education and four years of higher education since 1985. After 2017, a 2-6-6-3 system was introduced as a new educational system. In addition to undergraduate courses (three years), master's courses (one to two years) and doctor's courses (three years) in higher education, there are diploma courses (two to three years to obtain a qualification of a higher diploma or a diploma certificate) provided by post-secondary education institutions¹⁴.

In order to proceed with a higher education, it is required that a certain grade level or higher at the Kenya Certificate of Secondary Education (KCSE) be obtained. Grade calculation of KCSE is determined through the use of 12 grades from A to E (including + and -)¹⁵, and it is required that an average C+ or better be obtained in order to attend university.

Under the Universities Act of 2012, there are six types of higher education institutions i.e., public chartered universities, private chartered universities, public constituent colleges, private constituent colleges and institutions with letters of interim authority, Public Specialized Degree Awarding University¹⁶. The following table shows the numbers of universities, colleges and institutions as of August 2022.

Table 5: Numbers of Kenyan Higher Education Institutions (as of August 2022)

Higher education institutions	Number of institutions
Public chartered universities	35
Private chartered universities	25
Public constituent colleges	5
Private constituent colleges	3
Institutions with letters of interim authority	8
Public Specialized Degree Awarding University	1
Total	75

Source: COMMISSION FOR UNIVERSITY EDUCATION, UNIVERSITIES AUTHORISED TO OPERATE IN KENYA, August 2022

¹⁴ World Education Services, Education in Kenya, 2015

¹⁵ 12 grades: A, A-, B+, B, B-, C+, C, C-, D+, D, D- and E

¹⁶ COMMISSION FOR UNIVERSITY EDUCATION, UNIVERSITIES AUTHORISED TO OPERATE IN KENYA, August 2022

30 out of 35 national universities and 19 out of 25 private universities were established after 2001. The number of universities established has rapidly increased since 2000, as the number of students who completed their secondary schooling increased due to population growth and a greater enthusiasm for education in accordance with the economic growth. The demand for the higher education is steadily increasing. As a consequence of Kenya becoming an education-conscious society, employers have attached a greater importance to academic degrees, diplomas and certificates¹⁷. The higher education enrolment rate in 2022 was 20.5 percent¹⁸.

The following table shows the numbers of students in the public and private chartered universities from 2015 to 2021 (academic year). The number of admitted students in the public chartered universities increased by more than 590,000 during that period of 2015 to 2020, which is a 14 percent rate of increase.

Table 6: Numbers of Students Admitted to Kenyan Public and Private Chartered Universities

Unit: Number of students

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22 *1
Undergraduate students in public chartered universities	367,757	411,905	439,965	389,257	368,188	423,550	414,079
Graduate students in public chartered universities	59,277	67,407	32,977	43,988	44,657	28,539	34,403
Diplomas	2,786	3,978	21,954	24,755	29,224	37,244	31,917
Total students attending public chartered universities	429,820	479,312	494,896	458,000	442,069	489,333	480,399
Students in private chartered universities *2	77,929	85,195	80,928	86,217	96,628	94,610	113,584

Source: Kenya National Bureau of Statistics, Statistical Abstract 2022

Note: Kenyan academic year is from January to November, but universities are from September to June.

*1: Provisional figures. As of June 2024, the figures have not been updated.

*2: It was not possible to obtain data of the breakdown of undergraduate students, graduate students and diplomas in private chartered universities

¹⁷ "Higher education circumstances in Kenya", Mayumi Kishi, 2012

¹⁸ World Bank, World Development Indicators 2022

1-2. Background and Overview of the Grant Aid

The Government of Kenya aims to become a middle-income country by 2030 in its long-term national development plan, Vision 2030 (refer to 1-1-5. Development Plan). In addition, cross-sectoral challenges in achieving this goal are that the capacity and structure of officials, organizations and systems of government agencies and related ministries and agencies dealing with each development issue for the issues to be addressed are lacking. Improving administrative capabilities and building systems are an issue in all of the development issues.

Japan's Development Cooperation Policy for Kenya (September 2020) specifies "Sustainable development contributing economic growth and to fair social development" as a basic policy. It sets out six priority areas ((1) Economic infrastructure building, (2) Industrial development, (3) Agricultural development, (4) Universal health coverage, (5) Environment, and (6) Stabilization of the region). The Kenya JDS has accepted Fellows in the current phase for the purposes of improving the administrative capabilities of Kenya's government agencies and establishment of an appropriate system, according to the development issues of the JDS and the above-mentioned priority areas of Japan. Supporting the human resource development of young government officials who are expected to play leading roles in the future in key government posts matches Japan's fundamental foreign policy of "a free and open Indo Pacific region" which aims to promote the rule of law (enhance governance capabilities) and the pursuit of economic prosperity (human networks).

Under the circumstances above, recently the Japanese government received a request from the Kenyan government regarding plans for acceptance of international students in the fourth batch of the same project from 2025. The human resource development of public servants in the project is expected to enhance the government organization as well as contribute to the resolution of development issues.

1-3. Public servants' Career Path and the Status of Human Resources Development

1-3-1. Administrative System of Kenya

Public servant in Kenya means those who are employed in the central government's ministries and agencies, national commissions, government research institutes, national companies, and local governments, and the public service system and formulation of its policy is under the jurisdiction of the Public Service Commission (hereinafter "PSC"). Public servant's positions are based on Job Groups A to V (Table 8). According to 2021 data from the Kenya National Bureau of Statistics, there are around 915,000 public servants, and approximately 220,000 of these belong to the central ministries and agencies.

Table 7: Number of Public Servants¹⁹

The Number of officials in Public Sector in FY 2021	(Person in thousand)
Ministries, Office of Attorney-General (The State Law Office)	220.7
Government Organizations (Parastatals)	144.3
County Governments	200.5
Teachers	349.9
Total	915.4

Table 8: Promotion System of Public Servant in Kenya

position	class	grade	Requirements for promotion (e.g. degree)*
Head of Public Service	Job Group V	1	Leadership Skill
Principal Secretary, Director General	Job Group U	2, 3	
Secretary	Job Group T	4	
Director	Job Group S	5	
Deputy Director	Job Group R, Q	6	Management Skill
Assistant Director	Job Group P	7	Management Skill Technical Examination M.A degree will be required
Principal Officer	Job Group N, M	8	Pass the Ability Examination
Senior Officer	Job Group L	9	Entry Level for Management Positions (+ Training course for a few years)
Officer I	Job Group K	10	Bachelor degree or Higher
Officer II	Job Group J	11	Bachelor degree (Entry level for university graduates)
Operational Staff, Staff	Job Group H – A	12-17	Diploma, High School Graduates

*2-3 years of work experience is required for each position for promotion.

¹⁹ Kenya National Bureau of Statistics in 2022 (<https://www.knbs.or.ke/download/economic-survey-2022/>) (browsed on 12 May, 2024)

The survey of the major organizations that were targeted by JDS reveals that the sizes of 19 government ministries and agencies that responded to the survey range from organizations with roughly 100 public servants to those with over 20,000 such as the Ministry of Interior and National Administration. The average of the total number of public servants of the 14 organizations out of the 19 organizations, that specifically answered the number of their public servant, is about 3,200, of whom about 1,700 are under the age of 45 years²⁰.

According to annual report 2022/2023 obtained from the PCS, the percentages of public servants above the age of 46 is about 33%, in the age of 36-45 is 31%, under the age of 35 is 36%, respectively. The gender ratio among all public servants was approximately 62% male and 38% female²¹.

A master's degree is a prerequisite for the position of assistant director (Job Group P and Grade 7) or higher (refer to 1-3-2. (2)) and 5% of public servants of all respondents hold a master's degree. The number of doctoral degree holders was 69 in 14 organizations, which is about 1% of the number of officials at the organizations that responded. Government ministries and agencies confirmed to have more than five doctoral degree holders include the Ministry of Foreign and Diaspora Affairs (10), the Ministry of Interior and Coordination of National Government (14), the Kenya Revenue Authority (11) and the Nairobi County (10). This was in line with the ministries whose needs for doctoral study were identified in the interviews.

1-3-2. Career Paths of Public Servants in Kenya

According to the public service system policy “Human Resource Policies and Procedures Manual for the Public Service²²” issued by the PSC, a Human Resource Management Advisory Committees and Performance Management Committees have been established in each ministry to effectively manage personnel in each ministry. The Human Resource Advisory Committees hold regular meetings every month and the Performance Management Committees meet each quarter.

²⁰ In the current phase of the Kenya JDS, in light of the aging of the public servant, central government ministries and agencies among the target organizations are open to applications from those under the age of 45, after discussion and agreement with the Operating Committee.

²¹ Public Service Commission annual report for the financial year 2022/2023 (<https://publicservice.go.ke/index.php/publications/reports>) (browsed on 12 May, 2024)

²² PSC Website (<https://www.publicservice.go.ke/index.php/publications/policies-guidelines/category/63-manuals>) (browsed on 12 May, 2024)

The Human Resource Management Advisory Committees comprise the Principal Secretary (Chairperson), the Director of Human Resources Management and Development (Secretary) and seven committee members. They advise the respective supervisors on (1) advertising posts and selection and recruitment of employees, and (2) the personnel evaluation, promotion, training and training results evaluation. The Performance Management Committees comprise the Principal Secretary (Chairperson), Directors of State Departments, the head of the General Affairs Bureau, Head of Central Planning Unit, and the Director of Human Resource Management and Development (Secretary). The committees have the following functions; (1) undertake a quarterly review of strategic plans, (2) to implement personnel evaluations in accordance with the government's Officials Appraisal System, (3) to develop and implement systems for monitoring the human resource system, and personnel evaluation and reports and (4) to ensure the credibility of remuneration and penalties.

(1) Advertising posts and recruitment of public servants

Kenya's policy for recruitment of public servants is formulated by PSC, which implements the recruitment of public servants. Each government organization submits a human resource plan including the details of posts that need to be filled to PSC at the beginning of the fiscal year. However, there are no unified recruitments for new graduates or mid-career at a specific time, as is the case in Japan. Regarding the Job Groups J, K and L which university graduates (JDS targets) apply for, each ministry and agency reports to PSC and obtains approval to advertise vacant posts. Information on vacant posts is advertised on the PSC website and university notice boards and in the main newspapers (every Tuesday). Recruitment is determined by the results of fair and competitive examinations. Regarding the filling of vacant posts in Job Group P and higher (management posts), the personnel evaluation of candidates recommended by each ministry will be submitted to PSC, and an interview will be conducted by a selection committee formed by PSC.

Process for employing public servants

- PSC decides the necessary qualifications for employment and the work content depend on the vacancies in each ministry.
- Information on vacant posts is advertised on PSC website, university noticeboards and in the main newspapers (every Tuesday).
- Candidates fill in the required information on PSC website to apply.
- PSC's selection committee shortlists candidates based on their qualifications from the applications.
- Shortlisted candidates undergo the interview and selection process, and successful candidates are determined.
- The list of successful candidates is notified to each government organization.

(2) Promotion and necessary degrees, staff transfer, human resource development system

PSC has established a policy "Human Resource Policies and Procedures Manual for the Public Service" including a policy regarding promotion of public servants. In accordance with the policy, the posts below P are entrusted to each ministry or agency to carry out the examination interview for promotion, and each ministry carries out the examination. Interview questions are divided into general, technical and governance related question, and contents of the questions differ according to nature of job, and the system is designed to ensure to select proper persons for the positions and job. In case of promotion interview to the assistant manager level, which is threshold of management positions, technical questions are particularly important, and allotment of marks are the largest in interview tests.²³ The conditions and qualifications required for promotion are determined by the policy, but they are also determined by the fields of each ministry and the level of post. According to PSC, the number of working years, work evaluation and degrees are considered for promotions, and therefore it is not the case that a person can leapfrog over a stage by acquiring a degree. Generally, two to three years' experience in the same post is required for a promotion. It seems that the public service system of Kenya a seniority-based human resource management system. Kenya's management classes, capabilities required for promotion and examinations are shown in Table 10. University graduates start their careers from Officer II (Job Group J), in other words, manager level.

²³ Technical questions 40%, General questions 30%, governance related questions 30%

A master's degree is necessary as an academic qualification for the position of Assistant Director (Group P) and above, which is the beginning of management positions. In addition, a promotion committee established by PSC implements a promotion examination for Group P and above. (For N and below, an examination is implemented within each ministry as described above.) According to a survey of each ministry, a doctoral degree is generally not essential for promotion, however, it was confirmed that it is required in some cases, depending on the government organization and position.

The promotional examination process (example: a case of Job Group K)

- After three years of service in a Job Group K position, perform an annual evaluation to confirm training needs and promotions.
- In the case of promotion, attend a training course at Kenya School of Government or in a specialized field. Depending on the field, there may be an examination.
- Take an interview by the promotion committee in the ministries.

The third Medium-Term Plan of Vision 2030, issued in 2018, included a forecast that "60% of public servants are 45 or older (at that time) and will have retired within the next 10 to 15 years." However, as described in 1-3-1 "Administrative System of Kenya," the percentage of public servants aged 46 or older is 33% of the total (the percentage of young employees aged 45 or younger is approx. 67% of the total) according to the material currently released by the PSC. According to the State Department for Public Service, Ministry of Public Service, Performance and Delivery Management (hereafter SDPS) which is the Implementing Agency for the JDS Kenya and is responsible for formulating policies and guidelines on public servant personnel affairs and human resource development and supervising and evaluating training in ministries and agencies, public servants generally reach managerial positions by age 45 at the latest and there has been a high number of retirements in recent years due to the ageing of the public servant, which means that young government employees, including JDS Returned Fellows, will be more likely to take up management positions.

According to the SDPS, the Kenyan government is working to secure human resources who will be managers in the future by actively considering promotion of young public servants while checking their business performance requirements and the like. The government also mentioned that they would like to give young public servants opportunities to rise to management positions by the age of 45 if they satisfy required conditions such as a master's degree and have no particular performance problems. The JDS included a proposal to expand the age limit for public servants, especially those working in central ministries and agencies, to 45 years old; in fact, the JDS has actually been operating that way since the second phase of the JDS. This proposal was aimed at using the JDS to secure more candidates for management.

It was confirmed from the SDPS that although people in Assistant Director-class positions are normally eligible to be directly involved in policy making, even lower positions (Principal Officer or Senior Officer) can engage indirectly in policy planning (e.g., sharing insights based on field operations and providing information), depending on their business tasks and capabilities.

Regarding the human resource development system, PSC formulates implementation plan for the human resource development and training of public servants based on the policy made by SDPS, and each administrative organization implements training within their organization in accordance with the implementation plan. The fields of training recommended by PSC include training for young public servants, training in connection with the Big Four, leadership training and management training.

PSC is also responsible for compiling training data on public servants and according to these annual reports²⁴ between 2022 and 2023, there were 3,776 participants in training programs. The Kenya School of Government which is a government training institution under the umbrella of PSC, provide training for public servants. The Kenya School of Government provides training in leadership development, management, public service ethic, and other areas. Each ministry and agency encourage those employees who will be promoted undertake courses at this school. The course can be either face-to-face at the school or online, and generally takes two months for online courses and one month for face-to-face courses.

While the human resource development and training for public servants is implemented by each organization itself, SDPS is responsible for monitoring and evaluating the overall Kenyan government human resource development and training based on the data compiled by PSC. In the case of long-term training of six months or longer including overseas training, the trainees are required to conclude a Training Bond (training contract) with their employer with the approval of the Kenyan government (SDPS²⁵). This contract sets forth the working conditions (minimum period of service after reinstatement etc.) of the public servant after training. Depending on the employment conditions at their belonging organization place, they may also receive their salary during the training. The Training Bond is a legal document guaranteed by the Kenyan government's Commissioner for Oaths. As it takes one to two months to complete the internal government procedures to conclude the Training Bond, it is necessary to allow time when starting the procedures.

²⁴ Public Service Commission annual report for the financial year 2022/2023
(<https://publicservice.go.ke/index.php/publications/reports>) (browsed on 12 May, 2024)

²⁵ According to SDPS, each government organization has an SDPS desk in the HR department, which is responsible for approvals within each organization.

The long-term training contract content and conditions are set forth in the Public Service Training Bond Guidelines. According to these guidelines, the minimum period of service after reinstatement is determined by the length of the training period (six months to less than a year: one years' service required, one to less than two years: two years' service, two to less than three years: three years' service, three years and longer: depends on the length of absence, however, up to five years' service). In addition, In the Training Bond Guideline (Contract Guidelines for Training in the Public Service), compensation is imposed in the case a public servant resign work prior to serving the minimum period of service after reinstatement, or in the case of incompleteness of study. In each case, the compensation is calculated including the salary²⁶ received during the period of training or study (period of leave) and cost for training or study. The necessity of the compensation and its amount will be determined through discussions between the belonging organization and the person, taking into account the reasons for resignation or incompleteness of study and the timing of his/her resignation after reinstatement.

Regarding public servant system of county, each country implements the recruitment and promotion of county employees (local government public servants) itself under Kenyan law. The county's Public Service Board is responsible for recruitment and promotions. The Public Service Board is an independent organization rather than a department of the country government, however, the employees of the organization are local government public servants who belong to the county.

1-3-3. Gender Considerations

Kenya ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1984. Regarding the general gender gap in Kenya, Kenya ranked 77 out of 153 countries in the 2023 Global Gender Gap Report²⁷, and the Kenyan government is working to further accelerate gender mainstreaming.

Kenya's public service system prohibits either gender from occupying two-thirds or more of positions in a government organization. PSC is obliged to prepare a quarterly report with each ministry on matters including gender equality in the public service system and also to submit an annual report to the government and President.

²⁶ During the JDS program, salary that a certain percentage of it is deducted is paid. The amount differs depending on his/her belonging organizations.

²⁷ Refer to World Economic Forum, Global Gender Gap Report 2023.

As part of the national machinery in relation to gender, the National Gender and Equality Commission was established in August 2011 under the National Gender and Equality Commission Act. The commission acts in accordance with the policies set forth not only under Kenyan law but also international treaties such as CEDAW and sustainable development goals (SDGs), acting as a government commission responsible for protecting the rights of women and children. For the government, the Commission is also serving the function of an organization that monitors the current situation and initiatives related to the gender equality in the country²⁸ by improving implementation of existing laws and policies for promoting the equality of the sexes. This includes the aforementioned "Two-thirds Gender Regulations," preparing budgets while taking gender balance into account, introducing actions against customs and fixed opinions that inhibit gender equality, and providing information to the parliament for drawing up and deliberating on bills. Furthermore, the Ministry of Gender, Culture, Art, and Heritage and SDPS, which is an Implementing Agency of JDS, and administers the establishment and management of the personnel system for public servants, is also playing a part in promoting gender mainstreaming in local communities as well as government ministries and agencies.

The Kenyan government is promoting gender mainstreaming as a whole, and has also set full and equal social involvement of women as a priority issue, also from the perspective of national development, in Vision 2030. The latest data released by the PSC indicates that the percentage of males among all public servants is approx. 62% and that of female is approx. 38%²⁹, figures that fall within the range of the "Two-thirds Gender Regulations."³⁰ Gender mainstreaming is also reflected in the Human Resource Development Policy, in which arrangements are made so that both men and women can take training on an equal basis³¹.

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

1-4-1. Trends of the Japan's ODA

Japan's economic cooperation with Kenya is the second among DAC (2022) and Japan is an important donor for Kenya. Japan implements a variety of ODA projects including grants, and the total accumulated amount has reached 3,903.04 million dollars as of FY2021. The breakdown of accumulated total aid to Kenya as of the end of 2017 is as follows; loans 1,387.84 million dollars, grants 1,293.31 million dollars and technical cooperation 1,221.89 million dollars³².

²⁸ National Gender and Equality Commission website (https://www.ngeckkenya.org/news/9288/statement-on-the-commemoration-of-2024-international-women-s-day-#_ftnref1) (browsed on 4 May, 2024))

²⁹ Public Service Commission annual report for the financial year 2022/2023 (confirmed on 4 May, 2024)

³⁰ According to the results of a questionnaire survey conducted among target organizations as part of this preparatory survey, on average, approximately 20% of managerial positions from assistant director to vice-ministerial level were women (15.0% of vice-ministerial level, 12.0% of bureau directors, 21.8% of directors, 20.6% of deputy directors, and 33.3% of assistant directors).

³¹ No special adjustment was performed because the male-to-female ratio of applicants in the past JDS was almost the same and the number of applicants remains few.

³² Compiled from the Ministry of Foreign Affairs "Japan's ODA Data by Country 2022".

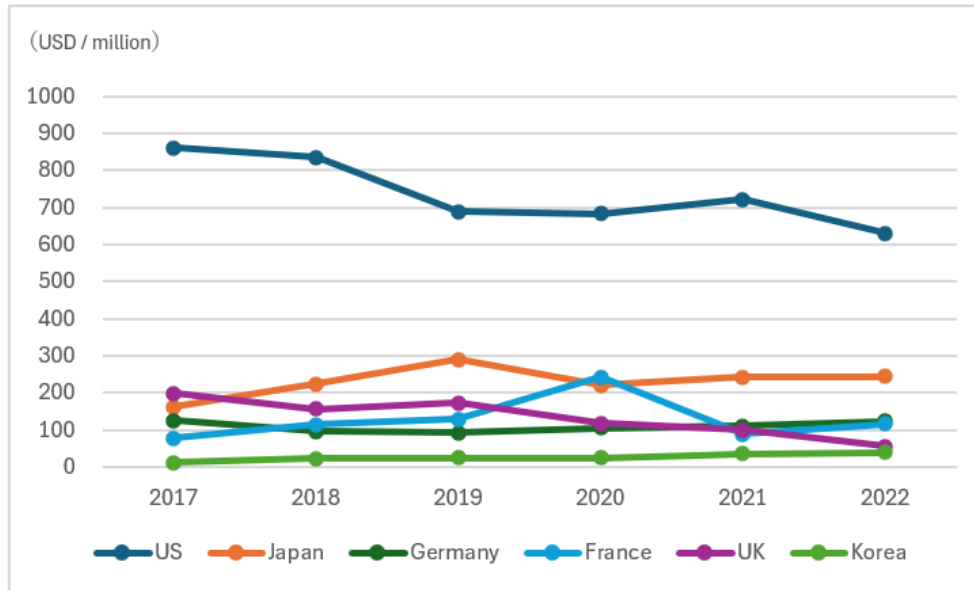


Figure 2: Disbursement by Major Donors to Kenya³³ (Based on Total Disbursement)

Japan’s fundamental ODA policy for Kenya sets a broad target of “Contribution to sustainable development and equitable social development conducive for economic growth” and aims for addressing challenges that arise with economic growth and supporting citizens left behind by economic growth, while contributing to the development of quality infrastructure which is conducive to economic growth, and improving the economic environment and social infrastructures, which sets six Priority Areas and 12 Development Issues linked to these (refer to table below).

³³ Assembled information on OECD Query Wizard for International Development Statistics (QWIDS - Query Wizard for International Development Statistics) (browsed on 12 May, 2024)

Table 9: Country Development Cooperation Policy for Kenya

Basic Assistance Policy	Priority Area	Development Issue
Contribution to sustainable development and equitable social development conducive for economic growth	Economic Infrastructure Improvement	Development of Transport Infrastructure Development of Access to Electricity
	Industrial Development	Development of Environment for Trade and Investment Development of Private Sector Human Resource Development in the areas of Science and Technology Innovation
	Agriculture Development	Agricultural Development for Market Responsive Ensuring Food and Nutrition Security
	Universal Health Coverage (UHC)	Strengthening of Health System Preparation for Health Crisis
	Environment	Enhancement of Resilience on Climate Change Improvement for Urban Environment
	Regional Stability	Regional Stability

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

As of May 1, 2022, the total number of international students coming to Japan at government or private expense was 231,146³⁴. Looking at the breakdown of international students by home region, 1.0% of the international students are from Africa. FY2022 records of international students by country show a total of 191 international students from Kenya, which is double the 100 from FY2013 in 10 years. The number of international students funded by government coming to Japan was 49 in FY2013, 52 in FY2022, with no significant increase or decrease in numbers over that period, maintaining an average of around 45. The number of privately funded international students also includes JDS and JICA long-term trainees for ABE, SDGs, etc. according to JASSO statistics (as shown in the line graph below), indicating that the overall number of international students in higher education has grown since 2014³⁵, when the ABE initiative started accepting students, and has subsequently been affected by changes in the number of JDS and JICA long-term trainees.

³⁴ Japan Student Services Organization (JASSO) “Result of International Student Survey in Japan, 2022”

³⁵ The ABE initiative started receiving participants in autumn 2014, but JASSO statistics are updated in May each year, so the number of ABE participants has been counted since the following year, 2015. The values in the line graph are the total number of ABE, SDGs and JDS only.

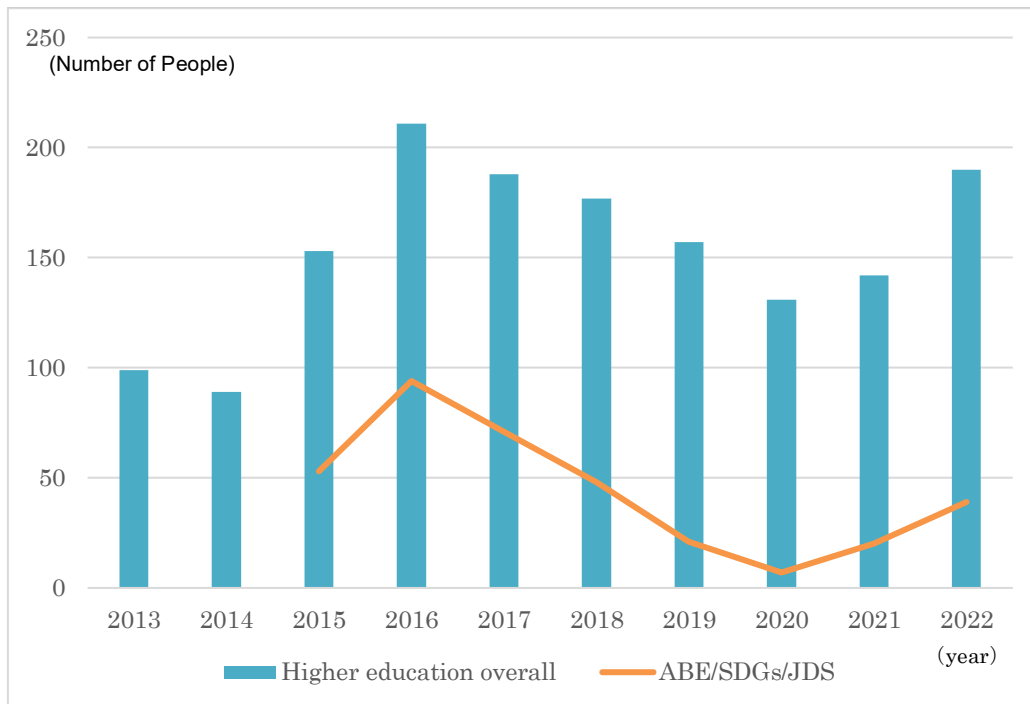


Figure 3: Number of International Students in Japan from Kenya

According to the Japanese government, programs for international students including those from Kenya are predominantly implemented by five institutions. As with JDS, programs targeting public servants can be broadly divided into three categories including the Japanese Government scholarship sponsored by the Ministry of Education, Sports, Science and Technology for international students, scholarships provided by international agencies through donations from the Japanese government and JICA's long-term training program. Table below shows an outline of these.

Table 10: Japanese Government’s Scholarship Programs

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research Fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation Doctoral) Program	To support outstanding researchers from Asian and African nations in obtaining doctoral from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide <u>middle managers</u> in developing countries with opportunities to study in master’s degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.

(1) The Japanese Government (Monbukagakusho: MEXT) Scholarship

Japanese-government-sponsored scholarship programs for international students including Kenya started in 1954. “Research Student” program are scholarship programs of graduate school same as JDS. During the 5-year period from 2019 to 2023, 19 fellows in master’s programs and 10 fellows in doctoral programs nominated by the embassy in total were accepted in “Research Student” program .

The Japanese Government (Monbukagakusho) Scholarship Program accepted a total of 19 master's students and 10 doctoral students over a five-year period from 2019 to 2023. According to the Embassy of Japan in Kenya, almost all the students from Kenya are private citizens, with very few public servants. They mainly come from the fields of science (e.g., engineering, electronic engineering, and physics) and medicine. In addition, as one of the government-sponsored Fellow systems, it accepts Fellows for teacher training and Fellows from higher professional schools too. In recent times, several Fellows have been accepted each year.

Table 11: Overview of Research Student in MEXT Scholarship Program

Program	Research Student
Purpose	To Promote the international cultural exchange between Japan and other countries, promote friendship and goodwill, while contributing to the development of human resources in other countries. Students start as research students for 1-2 years. The duration of scholarship will be extended if the students pass entrance examination of graduate schools to be regular students. Half year will be allocated for preparatory education if students' Japanese proficiency is not enough.
Year Started	1954
Fields of Study	All fields which Japanese graduate schools offer
Language	Japanese or English
Number of Places	Not fixed
Main Qualifications and Requirements	Age: under 35 Work Experience: no special experience is required. (Undergraduate students can apply.)
Selection of Candidates	Recommendation by Japanese embassies and missions abroad, recommendation by universities

(2) Scholarship Scheme under ODA

Among the Scholarship schemes under ODA, JICA has brought long-term trainees to Japan as part of technical cooperation, and currently, JICA is implementing the ABE Initiative which focuses on the development of personnel who can be “navigators” for business in their countries and the SDGs Global Leadership Program which focuses on fostering researchers. Under the ABE Initiative which started in 2014, as of 2023 a total of 200 participants (up to the 10th batch of students) have come to Japan. As well as studying a variety of fields in the areas, including business, economics, health and agriculture, they have internships at Japanese companies.

Table 12: ABE Initiative

Purpose	This program accepts excellent young people who will be responsible for industrial development in African countries as international students in the master's program, and also provides them with tours and internships at Japanese companies. Through the program, it is hoped that a network of contacts will be formed between Japan and Africa that will contribute to industrial development in Africa, and that Japanese companies will play an active role as pilots in promoting economic activities in Africa.
Program	Master's Program
Field of Study	All academic fields, including engineering, agriculture, economics and business administration
Language	English
Target	Public servants and civilians from all 54 African countries
Main Qualifications and Requirements	Age: Under 40
Selection of Candidates	Applicant screening, Interview etc.

In Kenya, the main target is university researchers in the SDGs Global Leaders course.

Table 13: SDGs Global Leaders Course

Purpose	Administrative officials from Asia, the Pacific, Latin America and Africa are studying at Japanese graduate schools for doctoral and master's degree programs. In order to solve the policy issues of SDGs that countries are facing in the future, the program aims to become a top leader who is deeply involved in policy making, and to build and strengthen networks in various fields with Japanese stakeholders (government agencies, private companies, universities, NGOs, JICA, etc.), and as a result, to develop human resources who know Japan well and strengthen ties with Japan.
Program	Master's Program and Doctoral Program
Field of Study	Policy issues and development issues related to public administration and public policy, finance and finance, international relations, business, and international trade and investment (some countries have the potential for acceptance in other fields).
Language	English
Target	Public servants and Researchers etc.
Main Qualifications and Requirements	Age: Under 40
Selection of Candidates	Applicant screening, Interview etc.

Regarding overseas education programs that take place in Japan, a lot of long-term training has been implemented in addition to the aforementioned ABE Initiative and SDGs Global Leader Course. Each project is being implemented while keeping demarcation in mind.

Table 14: Main human resources development projects in Kenya Overall picture

	Scheme	Target	Number of people
ODA Grant	JDS (Master's / Doctoral)	<u>Public servants</u> (central government, county government)	13 per year (include 1 doctoral student)
Long Term Training Program	ABE Initiative (Master's)	Recent years (2021-2023) <u>Private sector 60%</u> Central government 15% Research institutions 5% Educational institutions 5%, Medical institutions 5% Others 10%.	Recent years 2021:10 2022:17 2023:13
	SDGs Global Leader Course (Master's / Doctoral)	Recent years (2021-2023) Public universities: 5 Research institutions: 2 Private company: 1	Recent years 2021:0 2022:4 2023:4 (All 8 are doctoral students)
	KIZUNA Program (Master's / Doctoral)	<u>Private companies, Universities</u> (institutions related to resource development, etc.)	Recent years 2019:4 2020:3 2021:1 (7 out of 8 are doctoral students)
	Infectious Disease Control (Doctoral)	<u>Research institutions</u> (infectious disease control researchers)	1-2 per year
The Japanese Government (Monbukagakusho) Scholarship Program	Research students (Master's / Doctoral)	Work experience, etc. not required Recent years (2021-2023). <u>Mostly from private sector. A few public servants.</u> Research fields are mainly in science (engineering, electronics, physics, etc.) and medical field.	Recent years 2021:6 2022:8 2023:7 (8 out of 21 are doctoral students) * Number of embassy nominations
	Teacher training students	2021:3 2022:2 2023:2	
	Technical college student	2022:1	

- The ABE Initiative is different from the JDS, which targets public servants only, in that it mainly focuses on employees in private companies. The ABE Initiative also includes public servants as targets and has records of their dispatch. However, the Fellows' research areas center on management/business/investment or engineering related to product development technologies and the like. The JDS also includes the Economy Program (1-2) as a Component, but according to the development policy of Kenya's government, it is not dedicated to business and encompasses a wide range of programs such as economic research/monetary research related to issues in the fields of Health and Social Security/Social Protection. Indeed, its scope of research is larger than that of the ABE Initiative.
- In all, eight Fellows have been dispatched from Kenya via the SDGs Global Leader Course during the period from 2021 to 2023. This is approximately one quarter of the JDS's acceptance record (total 31 Fellows during the first to third batches). This number is smaller than that for the JDS, and the aforementioned eight Fellows were all accepted for the doctoral degree program and mainly came from public universities (six Fellows). Six out of the eight Fellows majored in engineering and the like, natural science, and veterinary science. In the JDS, public universities and research institutions will be added to the doctoral program from the next phase, but the JDS will mainly focus on social sciences CP1-1 to 1-3 public administration, economics and law, or urban/regional development planning (CP1-4) in engineering, and will be segregated in terms of research fields³⁶.
- Although some students were dispatched under the JICA long-term training programs of KIZUNA and Infectious disease control, its size is smaller than that of the JDS. Also, the former targets the organizations related to resource development only, whereas the latter targets researchers on fighting infectious diseases only. It also has a different project purpose from that of the JDS.
- The Research Student program for Monbukagakusho Scholarship is a graduate school-level scholarship program, like the JDS. Although it has records of acceptance for master's and doctoral degree program, the participants are mainly private citizens who conduct research in fields of science, which is a point of difference from the JDS.

³⁶ In PSC, Ministry of Investments, Trade and Industry, Office of Attorney-General (The State Law Office) related to CP1-1~1-3 public administration, economics and law and Ministry of Roads and Transport related to CP1-4 urban/regional development planning, it was found that there have been cases of people who have been appointed to top positions (Minister and Primary Secretary) from university lecturers in Kenya, respectively. (see Table 19). In addition, a PhD is required to hold the position of lecturer.

(1) Alumni activities

There are alumni association for active Fellows in Kenya who have studied in Japan: MEXT scholarship Returned Fellows alumni (Kenya Japan MEXT Alumni), Ship for World Youth, alumni of The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), JICA Kenya returned fellows Alumni JICA Ex-Participants Alumni of Kenya (JEPAK), and KAKEHASHI Africa. As an organization that brings them together, an alumni association in Japan, Kenya Japan Alumni Association (KEJAA), was established. The following lists outlines of activities by some alumni associations.

iii) JICA Kenya Returned Fellows Alumni JEPAK (JICA Ex-Participants Alumni of Kenya)

- It was established in 1989 and consists of persons who have completed JICA Project trainings. The fellows come from both public and private organizations across various sectors and regions. The number of members was 2,000 as of April 2024, including fellows of short-term and long-term trainings, and the Operating Committee consists of 11 members.
- A general meeting is held every year, and a chairperson and other committee members are elected every two years. Many of the committee members are senior members, and the roles of the chairperson are holding of committee meetings, planning of activities, and arrangements with JICA, etc.
- Budgets for activities for a year are built every year. The maximum annual budget is 2 million yen, which consists of subsidies from JICA, and membership fees from the members. A new registration cost for a general member is 1,500 KES, and the annual membership fee is 1,000 KES/year. Special membership fee (permanent membership fee) is 5,000 KES.
- Main activities of the JEPAK include annual meeting, issuance of newsletters, holding of annual conferences, and implementation of study tours. In FY2023, planting at elementary schools and visits to the schools where planting was performed, KEFRI (Kenya Forestry Research Institute), and JICA IFNuS³⁷ Project Office as educational tours, etc. were conducted.

iv) MEXT scholarship Returned Fellows Alumni (Kenya Japan MEXT Alumni)³⁸

- It was established in 2008 and consists of Fellows who studied in Japan. There are currently 144 members registered (as of January 2024). It holds an annual general meeting, at which alumni activities, etc. are determined through discussions.

³⁷ Project for Improvement of Food and Nutrition Security through Building Adaptive Capacity to Climate Change in Arid and Semi-Arid Lands in Kenya

³⁸ Study in Japan website (Returned Fellows association in Africa (<https://www.studyinJapan.go.jp/ja/network/list/africa/>) (browsed on 7 May, 2024)

- Its activities include issuance of newsletters related to information provision regarding studying in Japan and activities related to introduction of Japanese culture.

v) Japan alumni association (Kenya Japan Alumni Association)³⁹

- It was established in 2009. 3,445 members who studied in Japan are registered (as of January 2024).
- Its main activities include social activities among the members and with Japanese living in the country (general meetings), introduction of Japanese culture, study tours, and other charitable activities.

vi) KAKEHASHI Africa

- A network organized by the ABE Initiative students
- It was officially certified as a NPO in Kenya in 2018. Its operation and activities are performed by approximately 1,000 members.
- As a "pilot" for Japanese companies, it provides information to Japanese companies, holds study meetings, and provides networking, consulting, and staffing services.

At the meeting with JDS Returned Fellows in the 1st batch, which was held during the first field survey of this Preparatory Survey, a discussion about establishment of the JDS Alumni was made. A temporal leader, etc. were determined, and the Returned Fellows agreed to keep considering future activities. Subsequently, the alumni actually provided explanation of experiences in overseas education at the Explanatory Meeting and cooperation in recruiting activities. In addition, it has already performed some activities: e.g., it received inquiries about preparation of paper from Fellows staying in Japan via the alumni members' SNS and gave advices to them. (refer to "3-5. Outcome Status of JDS Returned Fellows, (3) Establishment of an alumni association and future activities").

³⁹ Same as 38

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

The value of trade between Japan and Kenya (in 2022) comprised 68.04 million dollars in exports to Japan and 970.82 million dollars in imports from Japan. In other words, Japan exports far more to Kenya than Japan imports from Kenya. The top imported item to Japan from Kenya is raw materials (56.8%), followed by food (36.5%; coffee, tea, etc.) and cloth (3%). Exported items from Japan are transportation equipment (58.3%; automobiles, etc.), raw-material products (30.8%; iron and steel, etc.), and general machinery (2%; power engines, etc.). The amount of direct investment from Japan in 2022 was 900 million yen. Recent investments in Kenya by Japanese companies include partial stock acquisition of large-scale pharmacy chain stores in Kenya by Japanese trading companies (in 2023), the start of contract assembly and production of pickup trucks in Kenya (in 2022), construction and launch of a new electrodeposition coating factory building for truck bodies (in 2023), and the start of production of new car models⁴⁰.

The number of Japanese companies (bases) that are operating in Kenya is currently 114 (as of October 1, 2022), which is the second highest number after South Africa⁴¹. Many Japanese companies, including general trading companies and maritime trade/logistics service companies, have placed their bases in the capital city, Nairobi. According to the Fact-finding Survey on Japanese Companies in Foreign Countries - Africa, which was carried out by JETRO, Kenya shows some promising business fields of business such as "consumer markets" and "infrastructure." Kenya has been in the top position for eight consecutive years as an attractive country in the Africa region for Japanese companies⁴².

To attract Japanese companies to Kenya and expand the Projects, JETRO is actively holding business forums, etc. in both Kenya and Japan by inviting relevant people from local government and businesses and Japanese companies that are already doing business in Kenya. Most recently, a business forum took place in Tokyo on February 8, 2024 when President Ruto visited Japan. The forum was attended by President Ruto, the Secretary for Investment, Trade, and Industry, the Cabinet Secretary for Foreign Affairs and the Diaspora⁴³; the president of the Kenya Chamber of Commerce and Industry; the CEO of the Kenya Private Sector Alliance, and others. President Ruto and the other participants from Kenya expressed strong optimism toward the expansion of Japanese corporate investment in Kenya.

⁴⁰ JETRO, Trades and Investments in Kenya, released on 9 November, 2023
(<https://www.jetro.go.jp/world/africa/ke/gtir.html>) (browsed on 12 May, 2024)

⁴¹ Ministry of Foreign Affairs, Survey on the Number of Bases of Japanese Companies in Foreign Countries
(https://www.mofa.go.jp/mofaj/ecm/ec/page22_003410.html)

⁴² JETRO Fact-finding Survey on Japanese Companies in Foreign Countries - Africa, 21 December, 2023, *
According to the responses from Japanese companies in the survey, the country the most Japanese companies responded as "an attractive country" was Kenya.

⁴³ As of 12 May 2024, the Ministry of Foreign Affairs and Diaspora is one of the bureaus in the Cabinet Office.

On May 3, 2023, Prime Minister Kishida visited Kenya and met with President Ruto. Prime Minister Kishida told President Ruto that Kenya was one of the leading countries for Japanese companies, including start-ups, and promised that Japan would continue to promote investment by Japanese companies through improvements in the business environment and human resource development in addition to cooperation on green growth, measures against climate change, and agriculture.

1-5. Trend of Other Donor's Scholarship Programs

According to DAC's data on total expenditure (2022) on donor's aid to Kenya, the top five donors were the U.S., Japan, Germany, France and U.K. The common target fields for aid were energy, economy and ensuring peace and security.

Regarding scholarship programs, many donor countries are offering scholarship programs in Kenya. Countries offering study abroad programs with the same goal as JDS, which is to develop public servants, include Korea which offers the Korea International Cooperation Agency (KOICA) scholarship program. There are other scholarship programs for excellent international students targeting not just public servants but also private citizens, including the U.K.'s Commonwealth Scholarships, Chinese government's scholarship and the Indian government's scholarship. Although these three scholarships are advertised publicly, some public servants also use these scholarships to study abroad. Therefore, not only above mentioned scholarships but also these three scholarship programs are potential competitors for the JDS. The U.K.'s Commonwealth Scholarships, Chinese government's scholarship and the Indian government's scholarship have a large number of recipients, and many of the target institutions in the questionnaire and interviews indicated that they had a track record of sending. When promoting JDS, it is important to emphasize the difference from these donors.

Table 15: Major other donors' scholarship programs in Kenya

Program	Main Target	Degree	Prioritized Field of study	Benefits(USD ⁴⁴)	Slot (per year)
Commonwealth Scholarship	Open Application	Master's Doctoral	Science and technology, healthcare, etc. 6 sectors (same sectors set for all target countries except Kenya)	-Travel expenses -Tuition fees -Living expenses 2,037USD/month (London) -Thesis grant 277USD/year	30
Chinese Government Scholarship	Open Application	Bachelor Master's Doctoral	-	-Living expenses 424 USD/month (Master's), 495 USD/month (Doctoral) -Student residence (free of charge) or subsidized accommodation *no amount specified -Comprehensive medical insurance 112USD/year	30
KOICA Scholarship	Public Servant	Master's	-	-Travel expenses -Tuition fees -Preparation fees: 456USD (Master's), 912USD (Doctoral) -Living expenses 759USD/month -Accommodation (student dormitories) -Insurance -Lump-sum payment on completion of studies 228USD (Master's), 456USD (Doctoral)	10
Indian Government Scholarship	Open Application	Bachelor Master's Doctoral	-	-Tuition fees -Living expenses 242USD/month (Master's), 266USD/month (Doctoral) -Rent subsidy 78USD/month -Temporary subsidy 84USD/year (Master's), 151USD/year (Doctoral) -Dissertation grant 84USD (Master's), 121USD (Doctoral)	50

i) Commonwealth Scholarship

⁴⁴ Rate as at 31 May 2024. (1 GBP = 1.234 USD , 1 CNY = 0.141 USD, KRW = 0.00076 USD, 1 INR = 0.0121 USD)

The Commonwealth Scholarships were established in 1959 and provides one-year master's degree programs and three-year doctoral degree programs for public servants in Kenya. As the target areas (six development themes: Science and technology for development, Strengthening health systems and capacity, Promoting global prosperity, Strengthening global peace, security, and governance, Strengthening resilience and response to crises, and Access, inclusion, and opportunity) are set, they are the same across all target countries, and not according to the the development issues in Kenya. The master's degree program is a one-year course only, while the doctoral degree program is a three-year course. There are no age limits.

In recent years, on average approximately 30 Fellows are accepted annually. In 2023, 23 Fellows from Kenya participated in the master's degree program and five joined the doctoral degree program. Most of the successful applicants are public servants (the program originally targeted public servants only, but this restriction was abolished several years ago).

The organization that carries out recruitment and advertisement is Kenya's Ministry of Education. The Ministry posts recruitment advertisements in newspapers and recruitment websites, conducts a selection process in Kenya and sends a shortlist to the Commonwealth Scholarship Committee in the U.K., which then undertakes final selection and approval.

Although it is possible for successful applicants' families to accompany them, support for the families is normally not provided. However, only when it is required to satisfy requirements for receiving the Dependent visa, family allowance may be supplied. In addition, Fellows who are single parents may receive an allowance according to the number of children who will come with them.

ii) Chinese Government Scholarship⁴⁵

The Chinese Government Scholarship does not restrict the target organizations; it targets not only public servants but also private organizations. In a hearing from the ministries and agencies, approximately one third (seven ministries and agencies) responded that they have records of participation in the Chinese Government Scholarship. This program has a large number of universities that can be selected as targets (at least 280 universities), each of which has multiple fields and courses, leading to a huge number of applicants for both the master's and doctoral degrees. The age limit is set to 25 years old or younger for a bachelor's degree, 35 years old or younger for a master's degree, and 40 years old or younger for a doctoral degree. Applicants apply via a website, and the Chinese Embassy in Kenya performs the selection. This program accepts approximately 30 Fellows annually.

iii) KOICA Scholarship

KOICA targets public servants including those at central ministries and agencies, local governments, universities, and research institutes. Like the JDS, the SDPS sends application packs to each ministry and agency. Each ministry and agency sends back the application forms of recommended individuals to the SDPS. However, unlike with the JDS, the Kenyan government is not involved in the selection process (document review and interview). Selection is done by the KOICA and accepting universities in Korea. Although there are 27 accepting universities, they do not always set up target areas according to the development issues in Kenya (the same areas are set for all target countries). The age limit is set to 40 years old or younger for both the master's degree program and doctoral degree program.

The KOICA scholarship program in Kenya began accepting applications in 1991, and 148 Fellows have participated in it as of 2023. In Kenya, both a master's degree program and a doctoral degree program are provided, and in recent years an average of ten public servants have been accepted each year. In 2023 there were 40 applicants for the master's degree program, and 15 were successful. The number of successful candidates in each category (central, local, and university) are not specially distributed evenly; there are fewer applicants for the doctoral degree program, and although there were four applicants in 2023, none were successful.

There is an alumni association for the participants in both long-term and short-term programs, and it has more than 1,000 members. An annual budget for alumni association activities is assigned by KOICA, and the alumni association prepares an annual activity plan and performs social contribution activities and the like every year.

⁴⁵Compiled from the Chinese Government Scholarships website (https://www.campuschina.org/content/details3_74776.html) and the Kenyan Ministry of Education's invitation to apply for the same scholarships (<https://education.go.ke/sites/default/files/2022-11/CHINESE%20GOVERNMENT%20SCHOLARSHIPS%202023%20ADVERT.pdf>) (both browsed on 12 May, 2024).

Returned Fellows participate in alumni association and hold events such as opinion exchange seminars among alumni of both long-term and short-term training every year. Information, including that for long-term and short-term programs, is exchanged via the alumni association's website and social media (Facebook).

iv) Indian Government Scholarship⁴⁶

While the Indian government does not provide scholarship projects and training for Kenya in particular, it provides a program called the "Africa Scholarship Scheme" targeting Africa in general.

It is possible to apply for a bachelor's, master's, or doctoral degree program from a predefined list of universities (approximately 130 universities). The application requirements do not restrict target organizations and set the age limit to 40 years old or younger for a bachelor's or master's degree and 50 years old or younger for a doctoral degree. Target areas are not set. The Indian Embassy shares information with Kenya's Ministry of Education to post application packs, and applicants apply by accessing a special portal site for each training. Since selection is done in India, the Kenyan government is not involved in that aspect.

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

Questionnaire surveys and interviews were conducted with major ministries and agencies that are considered to be JDS target organizations, in order to validate the situation of target organizations such as the necessity of human resource development in priority area/development issue and the number of potential JDS candidates.

(1) Questionnaire survey Overview

A questionnaire survey was carried out with expected target organizations from October 2023 to April 2024. The questionnaire form was prepared in English.

- Questionnaire forms sent out: October 2023
- Deadline: October 2023
- Targets: 27 organizations which were recommended by JICA.
- Response rate: approximately 78% (27 out of 21 organizations responded)

⁴⁶ Compiled from the Government of India Scholarships website (<https://a2ascholarships.iccr.gov.in/>) and the Kenyan Ministry of Education's invitation to apply for the same scholarships 2023/2024 (<https://www.education.go.ke/sites/default/files/2023-03/INDIAN%20SCHOLARSHIPS%2023-2024.doc%20march%202023.pdf>) (both browsed on 12 May, 2024).

(2) Interviews Overview

Based on the results of the questionnaire and the analysis of existing materials in Japan, the field surveys were conducted in Kenya from October 2023 till April 2024, visiting 21 major organizations to interview them regarding the needs of personnel training and development issues. In addition, the survey team requested the organizations for cooperation for the coming project. The survey team had interviews not only with the persons in charge of human resource at the target organizations but also with the representatives of JICA office in charge of each sector related to the JDS component. Through the interviews, the survey team acquired their possibilities of cooperation with JDS and requests toward JDS based on these JICA projects.

(3) Findings of the Survey

i) Human Resource Development Needs

The following table summarizes the extent of human resource development needs in each target organization with respect to Components in the next phase of the Kenya JDS. In the hearing from each target organization, we presented Components of the Kenya JDS. The responses indicating that it has a special priority are shown by "◎" and those stating that it has secondary priority are indicated by "○." For the organizations with many technical departments such as the Ministry of Roads and Transport and the Ministry of Energy and Petroleum, the top priority of human resource development is in technical fields. However, we also received responses that they have needs in the Components set by the JDS. It was confirmed that there were needs in all Components.

Table 16: Priority Areas and Development Issues of Main Target Organizations

	Component			
	1-1.Improvement of Administrative Capacity of Central and Local Governments	1-2. Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	1-3. Capacity Building for Legal Development and Operation	1-4. Capacity Building for Urban and Regional Development Plans/ Policies
The National Treasury and Economic Planning	○	⊙	○	
Ministry of Foreign and Diaspora Affairs	⊙	○	○	
Ministry of Interior and National Administration	⊙	○	○	
Office of Attorney-General (The State Law Office)	○		⊙	
Ministry of Investments, Trade and Industry	○	⊙	○	
Kenya Revenue Authority	○	⊙	○	
Kenya National Bureau of Statistics	○	○	○	○
Ministry of Roads and Transport	○	○	○	○
Ministry of Agriculture and Livestock Development	⊙	○	○	
Ministry of Energy and Petroleum	○	○	○	○
Ministry of Health	○	○	○	
Ministry of Water, Sanitation and Irrigation	○	○		○
Ministry of Environment, Climate Change and Forestry	○	○		○
National Environment Management Authority	○	○		○
Ministry of Lands, Public Works, Housing and Urban Development	○	○	○	○
National Land Commission	○			⊙
Ministry of East African Community(EAC), The ASALS and Regional Development	○	○		
Nairobi County	○	○		⊙
Monbasa County	⊙	○		○
Kenya Industrial Research and Development Institute (※)	○	⊙		
Kenya Institute for Public Policy Research and Analysis (※)	⊙	○		
Nairobi University (※)	○	○	○	○
Jomo Kenyatta University of Agriculture and Technology (※)	○	○	○	○

*Public research institutions and public universities were not in the target organizations in the current phase, but were requested by the Kenyan Government to be added to the list of doctoral target organizations for the next phase, so interviews were conducted.

ii) Needs for Doctoral Programs

Among the 21 respondent organizations, 17 (81%) answered “yes” to the question asking about the necessity of study abroad for Doctoral degree, which indicates that almost all the institutions are recognizing the necessity of study abroad for Doctoral degree.

In the personnel system of the central ministries and agencies as well as county governments, holding a doctoral degree is not a requirement for promotion. However, since economists in the National Treasury and Economic Planning and officials in the Office of the Attorney General and others need to have a high level of knowledge and expertise, we received responses that a doctoral degree is indeed necessary when they are in senior positions. In addition, at the Ministry of Agriculture & Livestock Development and the Ministry of Energy and Petroleum, where there are many officials in technical departments, we confirmed that there was a need for officials to earn a doctoral degree for the sake of "contributing to the research department and agency for policy making" and "contributing to organizing technical departments using a high level of expertise and governance as well as gaining knowledge for policy making." Furthermore, there was a target organization where most of the people who have a doctoral degree are assigned to management positions (Kenya Revenue Authority).

In addition, some research institutes and the like engaging in data analysis and preparation of technical reports under central ministries and agencies require Doctoral degree to promote the officials to the position of director general or above. On the other hand, holding Doctoral degree was not a requirement but an element evaluated positively in assessing the promotion to higher positions in the personnel system of central ministries, agencies and counties.

iii) Donor’s Scholarship Programs in the Target Organizations (Long Terms)

The questionnaire survey revealed that many organizations had been dispatching their officers under short- or long-term training offered by the Government of Korea, China, the U.K. and India except Japan. Among them, South Korea and China offer scholarship programs not only in the public policy and economic sectors, such as The National Treasury and Economic Planning and the Ministry of Interior and National Administration, but also in diverse sectors, such as the Ministry of Agriculture and Livestock Development and the Ministry of Energy and Petroleum, which have large technical sectors.

Korea and China have been not only accepting participants in multiple training programs but also providing scholarships for Master’s and Doctoral degree courses in agriculture, animal husbandry, and irrigation.

Table 17: Overseas Scholarship Programs by Donors to Whom Target Organization Officials Have Been Sent

Target Organization	Destination country
The National Treasury and Economic Planning	Korea (KOICA), China, India, Malaysia
Ministry of Foreign and Diaspora Affairs	China, Estonia, Brazil, Bangladesh
Ministry of Interior and National Administration	Korea (KOICA), China, UK, Germany, India
Office of Attorney-General	Australia
Ministry of Investments, Trade and Industry	Korea (KOICA), India, Malaysia
Kenya Revenue Authority	Korea (KOICA), China, UK, Australia
Ministry of Roads and Transport	Hungary
Ministry of Agriculture and Livestock Development	Korea (KOICA), China, India, Thailand
Ministry of Energy and Petroleum	Korea (KOICA), China, Germany, Denmark
Ministry of Lands, Public Works, Housing and Urban Development	China, India, Mauritius
Kenya Industry Research and Development Agency*	UK, Hungary

*Public research institutions were not in the target organizations in the current phase, but were requested by the Kenyan Government to be added to the list of doctoral target organizations for the next phase, so interviews were conducted.

iv) Gender Consideration

As mentioned above, the Kenyan Government recognizes the full, equal participation of female in society as an important agenda for national development in its “Vision 2030” and is promoting gender mainstreaming as a whole-government effort. The public servant system of Kenya prohibits either gender from occupying two-thirds or more of the total officers in a governmental organization (refer to “1-3-3. Gender considerations”). The questionnaire survey of target organizations revealed that the ratio of male was 57% and that of female 43%, which is consistent with the governmental policy and evidence that the policy has been accepted by each institution.

As mentioned above, the analysis of this data suggests that if, despite the fact that approximately 40% of public servants in the government are female, JDS applicants are invited and assessed without due consideration of alleviating a gender disparity in candidates and participants, the proportion of female candidates and participants will not necessarily correspond to the proportion of female public servants. To deliver results in line with the Kenyan government's policy as well as to increase female candidates and participants for JDS, it is deemed necessary to make arrangements to avoid a gender imbalance in every process of JDS. Countermeasures in the next phase are described in “2-4-1. Application Method (4) Measures for Gender Consideration”.

Chapter 2. Contents of JDS

2-1. Overview of JDS

As mentioned above, JDS is the project for acceptance of international students by grant aid and was launched in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries.

When JDS started, the purpose was to build the international student’s individual capacity, however, it gradually switched into a new system starting from FY 2009, which has its purpose on administrative capacity building of those developing countries targeting at human resources who can be expected to formulate policies for solving each country’s development issues. Unlike the conventional international student program for supporting individuals, this system is characterized by focusing on developing human resources engaging in the priority areas (Sub-Programs) that are selected through discussions between target countries and Japanese related parties.

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

2-1-1. Project Design

In the first field survey conducted in October 2023, based on the national development plan of the target country and the Country Development Cooperation Policy for Kenya and based on the human resource development needs of the Kenyan government aiming to cultivate human resources that contribute widely to bilateral relations, as shown in following table, the new priority areas, development issues and the research themes for JDS in Kenya are prepared and decided. These priority areas and development issues were set with the aim of supporting the development of public servants working on development issues in Kenya.

Table 18: Framework of JDS Kenya (Phase 2 intake FY2025-2028)

Sub-program (JDS Priority Areas)	Component (JDS Development Issues)	Expected Theme of Research / Possible Fields of Study
1 Improvement of Administrative Functions	1-1 Improvement of Administrative Capacity of Central and Local Governments	<ul style="list-style-type: none"> • Political Economy, Governance/ Public Administration • Local Administration, Decentralization of Authority, Local Autonomy • International Relations • Health Policy • Food Security
	1-2 Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	<ul style="list-style-type: none"> • Theoretical Economics (Macroeconomics, Microeconomics) • Public Financial Management/ Public Investment • Industrial Policy • Monetary Policy • Debt Management • Health Finance
	1-3 Capacity Building for Legal Development and Operation	<ul style="list-style-type: none"> • Administrative Law • Business-related Laws • International Relations Law (Related Business, Sea Laws)
	1-4 Capacity Building for Urban and Regional Development Plans/ Policies	<ul style="list-style-type: none"> • Urban Planning • Regional Development/ Local Development • Urban Infrastructure Planning (Transport and Traffic, Water and Sewerage, Waste material etc.) • Environmental Management, Climate Control

(1) Number of JDS Fellows to be accepted

An agreement was reached to accept 13 fellows and, as in the current phase, there were 12 fellows for a master's program and one for a doctoral program. For the master's program, the numbers of applicants in the first and second batches in the current phase were low (1.1 times the average for the first and second batches); however, for the third batch, more than twice as many applicants as in the first and second batches were obtained, along with the upper-limit number of final candidates. For this reason, an agreement was reached to maintain the 12-person quota. In the personnel system of Kenya, acquisition of a master's degree is required for promotion to assistant director, which is at the middle manager level. Hence, in view of a master's degree also being a strong requirement from the perspective of career path, 70 to 90 percent of regular officials in central government offices not having a master's degree, and there being a certain number of potential applicants hoping to acquire one, agreement was reached to maintain the 12-person quota. (details are given in the following sections "(3) Target Organizations" and "(5) Validation on Feasibility of the Number of Slot for Master's Program").

For the doctoral program, given the need to develop doctoral degree holders, the need to expand target organizations for doctoral programs, and the expectation of a certain number of potential applicants, etc., an agreement was reached to maintain the one-person quota (details are given in the following sections "(3) Target Organizations" and "(6) Consideration of Accepting JDS Fellows to Doctoral Program").

(2) Development Issues (Components) and Research Themes

For the target components, the number of JDS Returned Fellows is still low in the current phase (nine JDS Returned Fellows in the first batch of the current phase), and so, in order to continue confirmation of the results of the project, agreement was reached that the next phase will use the same components as the current phase. In addition, it was confirmed that all the target organizations visited in the field survey had needs for all or some of the Components of JDS. Even for target organizations that have a large number of technical officials, they commented that there is a need for social science related courses for leaders who coordinate technical officials, officials involved in economic valuation, and officials in department or division related to human resources and general affairs, and confirmed with the Kenyan government that even the current components provide a framework that is widely accepted by target organizations.

(3) Target Organizations

It was agreed that the target organizations for recruitment in the current phase will be also targeted in the next phase. For central government offices, target organizations may change due to government office reorganization, etc., and so the situation will be confirmed at the first

operating committee meeting for each batch, and a decision made upon reaching agreement.

The Kenyan government proposed that, as in the current phase, county governments should target master's and doctoral programs, and that, starting from the next phase, target organizations should also include public universities (researchers and teachers) and public research institutions. In response to this proposal, this preparatory survey confirmed that people from county governments, public universities, and public research institutions had the possibility of becoming involved in policy making and assuming important posts in central government offices, and it was therefore decided that these organizations would be included as target organizations in the next phase.

In the next phase, in order to secure human resources that can be expected to become involved in enhancement of bilateral relationships and nation-level policy making, the selection process will check the possibility of them becoming involved in central government policy making after returning home. In order to achieve this, it was agreed to consider means of selecting applicants who would be likely to contribute to policy making after returning home, such as reviewing the evaluation sheet used in comprehensive interviews.

Table 19: Involvement of Officials of County Governments, Public Universities, and Public Research Institutions in Policy Making and Examples of Important Posts to Which They are Assigned

	Involvement in policy making by central government offices	Examples of Important Posts Assigned
Officials of county governments	<ul style="list-style-type: none"> • Conduct intergovernmental sectoral consultations on issues common to the central and county governments for the purpose of policy making. • Conduct county consultation forums in all 47 counties to set priority issues for policy making. 	<ul style="list-style-type: none"> • Principal Secretary (senior vice minister level position, hereafter referred to as PS), State Department for Transport in the Ministry of Roads and Transport (incumbent as of December 2023) • PS, State Department for Youth Affairs and the Arts in the Ministry of Youth Affairs and Sports (incumbent as of December 2023)
Teachers at public universities	<ul style="list-style-type: none"> • Involved in policy making through appointment and deployment as member of task force set up by government offices. • Hold meetings with relevant personnel from government offices regarding research related to social issues, reporting results and making policy proposals. 	<ul style="list-style-type: none"> • Cabinet Secretary (minister level position, hereafter referred to as CS), The National Treasury • Three CSs, Ministry of Education • CS, Ministry of Roads and Transport • Attorney General • Two PSs, Ministry of Education • PS, Ministry of Roads and Transport • PS, Ministry of Education • PS, Ministry of Housing and Infrastructure • Commissioner, Kenya Revenue Authority • Commissioner, Public Service Commission • Chairperson, Kenya National Highways Authority • High commissioner to India <p>* Treated as being on leave of absence during their tenure.</p>
Officials of public research institutions	<ul style="list-style-type: none"> • Appointed by president to participate in formulation of policy as members of task force for central government policy making. • Research institute under the National Treasury and Economic Planning (“TNT”) that studies and analyzes Kenyan policy (Kenya Institute for Public Policy Research and Analysis, hereafter referred to as KIPPRA). 	<ul style="list-style-type: none"> • CS, TNT (incumbent as of December 2023) * An official when KIPPRA was founded. • CEO, National Productivity and Competitiveness Center • There are cases in which public research institutes nominate officials to the PS candidate list.

(4) Accepting Universities

Prior to the Preparatory Survey, JICA presented assumed target areas and development issues of JDS in Kenya to universities that have accepted JDS Fellows in the past as well as those who wish to newly accept the fellows and asked them to submit proposals on the countries/issues from which they wish to accept. As a result, 19 proposals in total were submitted from 10 universities or 12 graduate schools.

Based on evaluation procedure⁴⁷, JICA evaluated the contents of proposals submitted by the universities and items such as the past records of accepting international students including JDS Fellows. In the discussion during the preparatory survey, Japanese side presented the government of Kenya a shortlist of Japanese universities and explained background information about the universities that received high evaluation on proposals by the Japanese side.

As a result of the discussions, both sides agreed on the accepting universities and the slot of students to be accepted as shown in following table.

⁴⁷ Procedure for assessing proposals from accepting universities. Each area of information provided on the proposal was assessed and rated in points, which were then converted into marks. Assessment was carried out by JICA. A proposal would include: (1) the number of fellows they could take in, (2) basic plans for addressing the envisaged development issues, (3) program contents, (4) organizational structures for accepting and giving guidance to fellows in the subject graduate school, (5) past experience of accepting JDS fellows, (6) current state of accepting non-JDS fellows, and (7) research and cooperation experience in the subject development issues.

Table 20: Accepting University

Sub-Program	Component	Accepting University	Graduate School (GS)	Maximum Number of Slots
1 Improvement of Administrative Functions	1-1 Improvement of Administrative Capacity of Central and Local Governments	Hiroshima University	GS of Humanities and Social Sciences GS of Innovation and Practice for Smart Society	2
		National Graduate Institute for Policy Studies (GRIPS)	GS of Policy Studies	2
	1-2 Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	International University of Japan (IUJ)	GS of International Relations (GSIR)	3
	1-3 Capacity Building for Legal Development and Operation	Kyushu University	GS of Law	2
	1-4 Capacity Building for Urban and Regional Development Plans/ Policies	Toyo University	GS of Global and Regional Studies	3

(5) Validation on Feasibility of the Number of Slot for Master's Program

To validate the accepted number of Fellows for the master's degree program, the number of the potential candidates and the purposes of and needs for acquisition of a master's degree in their career tracks were checked based on the responses to questionnaires for target organizations and hearing results, etc.

Regarding the number of potential applicants, it was confirmed as a result of hearing from the target organizations that over 70% of regular officials at average do not have a master's degree at central government ministries and agencies. (The percentage of officials who has a master's degree was approximately 20% at average among all ministries and agencies, and the percentage of officials who has a doctoral degree was several %). At County governments, only a few (approximately 4%) officials has a master's degree even in Nairobi County, where a capital city of the country is located. To raise the capabilities of the officials who will be involved in policy making in the future, a comment was received that they would like to increase the number of personnel who have a master's degree.

As described above, acquisition of a master's degree is a requirement for promotion to a management position, Assistant Director (Deputy Head of Division class), in the personnel system in Kenya. Via the hearing from the target organizations, almost all target organizations responded, "The needs for acquisition of a master's degree are very high for the perspective of a career track." In addition, since the personnel system requires about 10 years for a person who has a bachelor to be promoted to a management position, a response was also received that it was appropriate timing to obtain a master's degree before the age of 40, which is within the scope of the JDS applicants, in order to work at a management position in the future. In addition, as described in "1-3-2. Career Paths of Public Servants in Kenya (2) Promotion and necessary degrees, transfer, human resource development system," the need for employees in the Kenyan government to acquire a master's degree is rising because the government must increase the number of officials who can be promoted to management positions due to aging of public servants.

Given the size of the potential applicant pool and in terms of personnel systems and career paths, the fact that a certain need for a master's degree has been identified and it is desirable that the slot of 12 persons should continue to be maintained. The Government of Kenya has agreed on the above-mentioned need and slot for JDS master's program.

(6) Consideration of Accepting JDS Fellows to Doctoral Program

A doctoral degree is not a requirement for promotion within the personnel system. However, in interviews with target government offices, we heard many opinions expressing the need for acquisition of doctoral degrees in order to develop high-level positions requiring highly specialized knowledge at central government offices, such as economists at TNT, and officials at attorney general offices. At other government offices also, we also heard many similar opinions expecting that those human resources with specialized knowledge, to contribute to the organization through research analysis and policy planning, after returning from their doctoral studies abroad, Questionnaires for the target organizations revealed that approximately 60 percent of them responded that they needed human resources with a doctoral degree. In addition, it was found that the Kenyan government hoped to make use of the doctoral program by adding public university teachers and officials of public research institutes to the list of target organizations with a view to also facilitating policy making and development of candidates for important posts, as stated in “(3) Target Organizations.”

The results of the questionnaires and interviews revealed that the number of people at central government offices with doctoral degrees was zero to several. The number of people with a master’s degree (but not a doctoral degree) varies greatly depending on the organization, from tens to hundreds, showing that there was a certain number of potential applicants. With regard to county governments also, in Nairobi government offices, more than 300 people had acquired a master’s degree, and we received a response expressing a need for officials with a doctoral degree in the field of urban planning.

Regarding the number of potential applicants for doctoral degree programs at public universities, we had a hearing from the Director General of the Office of the Vice-Chancellor at the University of Nairobi (total of six lecturers) and the Vice-Chancellor of Jomo Kenyatta University of Agriculture and Technology (total of five lecturers), which have had many lecturers appointed to Minister and Deputy-Minister positions. The University of Nairobi has graduate programs that match the Components targeted by the JDS, and it was confirmed that the number of people who have a master's degree in those programs (those who do not yet have a doctoral degree) was approximately 200 in total. At Jomo Kenyatta University of Agriculture and Technology, there are approximately 100 people who have a master's degree (those who do not yet have a doctoral degree), especially in the graduate programs for engineering, which is a target area in Component 1-4 Urban and regional development areas, and it is known that there is a huge number of potential candidates even in a single graduate program. To become a lecturer, the person must have a doctoral degree (assistant lecturer if he or she has a master's degree only), and eligibility for promotion also requires having a doctoral degree.

In some public research institutes, there are approximately 100 persons who have a master's degree (while there are only several persons who have a doctoral degree) for the purposes of data provision to related ministries and agencies and policy analysis. There are a certain number of potential applicants in each organization. At public research institutes, a doctoral degree is a mandatory requirement for promotion to a senior researcher (Principal Research Scientist), Secretary, and Commissioner (top position).

Considering the above, it was agreed in the discussion with the Kenya government that it is appropriate to continue to keep one seat of Fellow.

However, although, in the first, second and fourth batches, there was a certain number of applicants (six, three and three, respectively) with one final candidate being secured for each (under selection for the fourth batch), there were no applicants in the third batch, so that securing applicants represents an issue. During the hearing from Fellows staying in Japan and Returned Fellows, we received comments that receiving a letter of recommendation from a faculty in Japan and having a peer-reviewed paper published, which has become an application condition since the third batch, can be the barrier to application. Actions for those issues will be described in "2-1-4. Acceptance Policy of the JDS Doctoral Program."

2-1-2. Implementation System of the JDS

(1) The Operating Committee Members

During the first field survey in October 2023, the survey team confirmed the structure of the Operation Committee including the implementation structure, functions, and roles of the Operation Committee.

The Operating Committee consists of Kenyan members (State Department for Public Services and The National Treasury and Economic Planning) and Japanese members (Embassy of Japan in Kenya and JICA Kenya Office), and it was agreed upon that the committee makes discussions and decisions on the JDS's policy for its implementation and operation. (Co-chaired by SDPS and the JICA Kenya Office)

The Kenya government has a will that it is preferable that the numbers of Operating Committee members should be the same between the two countries from the standpoint of fairness. The local act (Public Finance Management Act) stipulates that a contact organization for grant aids shall be the National Treasury and Economic Planning, which is also a signer of the exchange of notes (E/N) with the JDS and the Grant Agreement (G/A). Therefore, Operating Committee determined that it is appropriate that The National Treasury and Economic Planning, not the Ministry of Foreign & Diaspora Affairs, shall be a member of the Operating Committee, resulting in the above-mentioned member composition.

In Kenya, SDPS is responsible for the public servants' overall participation in training and is the government's contact point for donors' scholarship programs. In addition, Kenya noted that the National Treasury is a government contact point for the bilateral corporation, and therefore it is appropriate to have representatives of both organizations as members.

Table 21: The Operating Committee Members

	Role	Organization
Kenyan Side	Co-Chair	SDPS, Ministry of Public Service, Performance and Delivery Management
	Committee Member	The National Treasury and Planning
Japanese Side	Committee Member	Embassy of Japan in Kenya
	Co-Chair	JICA Kenya Office

(2) Role of Operating Committee

The survey team explained the roles and functions of the Operating Committee as outlined in the JDS Guidelines (see following table) to the new Operating Committee members. Going forward, it is anticipated that government offices will cooperate not only on recruitment policy and selection of final candidates, but also regarding prompt sharing of application information and encouraging applications for the target organization, so as to further secure excellent candidates. In addition, with the cooperation of the operating committee, it is necessary to consider effective follow-up methods for JDS Returned Fellows.

Table 22: Role of the Operating Committee

Role	Details
Formulate the recruitment and selection plan	<ul style="list-style-type: none"> • Determined in accordance with the basic principles of recruiting activities for each year (taking into account priority development areas, the main target organizations and promotional methodology), based on the Kenyan National Development Program and general aid principles in Japan • Selection principles for JDS in Kenya determined in accordance with the JDS Operating Guidelines
Interview the candidates	<ul style="list-style-type: none"> • At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates
Select JDS Fellows from the candidates	<ul style="list-style-type: none"> • The final candidates chosen through the selection process are approved by the Operating Committee
Promote effective utilization of JDS Returned Fellows and follow-up	<ul style="list-style-type: none"> • JDS Returned Fellows are assisted to return to the same organization where they worked before study in Japan. • Follow-up including strategies for utilizing JDS Returned Fellows to promote the outcomes of the project
Others	<ul style="list-style-type: none"> • Principles to be determined when JDS Returned Fellows occur and necessary measures to be undertaken • Attendance at events such as send-off party and debriefing upon return, with suggestions provided with a view to encouraging statements to be made about the outcomes of JDS • In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate

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

Based on the framework agreed upon during the field survey in October 2023, the Basic Plan was drafted in each of the JDS priority areas (Sub Programs) and the consultant presented it to the Operating Committee members.

Table 23: Qualifications and Requirements of the JDS in Kenya

Qualifications and Requirements	
Nationality	Be a Kenyan citizen
Age	Between 22 and 39 years old as of 1st April of the admission year *Central government ministries are under 45 years old
Academic Background	Have completed the undergraduate level (Bachelor degree) of education
Qualifications of applicants	Be a Kenyan public servant, currently employed in the target organizations as a permanent and pensionable employee
Work Experience	Required at least 2 years of work experience as public servants including a period of probation as a permanent and pensionable employee at the time of application deadline
Language Proficiency	Have a good command of both written and spoken English at graduate level (IELTS 6.0 or higher is preferable)
Others	Have not acquired a master’s degree after studying abroad on a scholarship awarded by other foreign assistances. Not currently receiving or planning to receive another scholarship through other foreign assistances.
	Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Kenya as well as the establishment of amicable relationship with Japan.
	Those who belong to the military or other military-related organizations and/or who are enlisted in the military.
	Be of sound mind and body

2-1-4. Acceptance Policy of the JDS Doctoral Program

As for the Ph.D. program, although it is not a prerequisite for promotion in the Kenyan public service system as mentioned above, the need for a Ph.D. program was confirmed in this preparatory survey, and it was agreed to maintain one Ph.D. program slot. The detailed acceptance policy for the next phase will be decided at the first Operating Committee meeting, based on the following objectives and basic policy.

i) Objectives

The objective of establishing the doctoral program in the JDS is to develop human resources who are capable of decision-making and policy judgments on development issues in the target countries with a broader perspective, based on highly advanced knowledge and research ability; these human resources will also be able to take the initiative in international discussions as a representative of their country, and to exercise influence domestically and internationally, based on a global perspective and the person-to-person networks they build. An additional purpose is to develop good leaders with solid understanding on Japan in the target countries by establishing more developed relationship with Japan through consistent study in the Master's and doctoral programs.

ii) Basic Policy

- In principle, applicants have a master's degree and be under 45 years old (as of April 1 of the year of admission).(Master's degree in Japan are desirable.)
- In principle, after completion of the master's degree, return to Japan and work for a certain period of time (contribution to work, preparation for research).
- Maximum of three years.
- Ph.D. slot will be applied only when qualified candidates are found.
- In principle, research must be in a field within the framework of the JDS Kenya, and admission to the graduating university or graduate school is assumed.

The number of applicants will be set at one per year throughout the next phase, in addition to the master's slot.

iii) Acceptance

The support period is, in principle, three years⁴⁸. The scholarship while staying in Japan is provided in accordance with the rules of the doctoral program of The Japanese Government (MEXT) Scholarship.

iv) Recruitment/Selection Method

Applicants for the doctoral program are recruited and selected separately from those for the master's program, and determined by the JDS Operating Committee. Applicants must obtain the approval from the accepting university together with the necessary documents including the guidance plan and letters of reference in advance, and submit a set of application documents accompanied by their research plan.

⁴⁸ Doctoral course can be extended for up to six months, provided that they are deemed to have a high probability of obtaining a doctoral degree.

Applications are screened by the JDS Operating Committee. If the number of applicants is three times the acceptance slot or larger, the document screening is conducted by the Operating Committee members. Later, the Operating Committee member conducts the interview to decide a final successful candidate.

Unlike the master’s course, the JDS Doctoral Program requires final successful candidates to submit an application to the university to which they apply and take entrance examinations there. If they fail to pass the examinations, their status as the JDS final successful candidates will be revoked. This does not necessarily mean that each year one JDS Fellows is admitted to a Japanese university to study in the JDS Doctoral Program.

v) Eligibility

Although the eligibility requirements for the Ph.D. program, as well as the master's framework, will be discussed in detail at the first Operating Committee meeting, the key points are as follows.

Table 24: Qualifications and Requirements for Doctoral Programs of the JDS Kenya (Tentative)

Qualifications and Requirements	
Age	Under 45 years old as of 1 st April of the admission year
Academic Background	Have completed the postgraduate level (master’s degree) of education (Preferably completed in Japan)
Qualifications of applicants	Be a Kenyan public servant, currently employed in the target organizations as a permanent and pensionable employee
Others	Obtained recommendation letter from prospective supervisor
	Got permission by parent organization for study abroad
	Have published at least one peer-reviewed article/ paper

vi) Addressing the challenge of securing a sufficient number of applicants

As mentioned in “2-1-1. Project Design (6) Consideration of Accepting JDS Fellows to Doctoral Program,” no one applied for the third batch of JDS Fellows, and securing a sufficient number of applicants poses a challenge. It is a barrier to applications to have to obtain reference letters from university faculty members in Japan and making a presentation of a peer-reviewed article, which has become a requirement for an application for the third and subsequent batches of JDS Fellows. The proposed action plan for each of the challenges is described below. We will continue to review the proposed action plans for addressing the challenges with the Kenyan government in this Preparatory Survey, and we will also have a consultation at the first OC meeting for each batch of JDS Fellows.

Challenge 1: Presenting peer-reviewed articles (proposed action plan)

- Situation: It has been confirmed in an interview with the deputy vice chancellor of Jomo Kenyatta University of Agriculture and Technology that, in 2016, making a presentation of at least one peer-reviewed article became a requirement for being awarded a master's degree in universities in Kenya. It has been over six years since this requirement was imposed, and applicants who meet the requirement are expected to increase, and therefore the situation should improve in the future. Three out of five past applicants of JDS doctoral program applicants who had already had a master's degree in Kenya obtained a master's degree in or after 2016.

- (Proposed) action plan: We will discuss measures to promote applications with the Kenyan government at meetings of the Operating Committee. Especially, we can inform that those who obtained a master's degree in or after 2016 meet the requirements of peer-reviewed article and that it is easier for them to apply for doctoral programs during the explanatory meetings at the target organizations.

Challenge 2: Obtaining reference letters from university faculty members in Japan (proposed action plan)

- Situation: Six out of eight doctoral program applicants for the first and second batches of JDS Fellows and two final successful candidates have studied in Japan before. The human resources system in Kenya requires JDS Fellows to work for their respective employers for two years after they return home, which means that the first batch of JDS Returned Fellows are only eligible to apply for JDS doctoral programs in or after the next phase (i.e. for the fifth batch of JDS Fellows arriving in Japan in 2025).

- (Proposed) action plan: The proposed action plan to increase the number of applicants may include encouraging those who have studied in Japan, such as ABE Initiative participants, to apply and asking former JDS doctoral program participants to provide advice to applicants who have never studied in Japan. The Operating Committee will discuss other measures that may be taken. We should also consider informing the second and third batches of JDS Fellows who are currently staying in Japan as well as faculty members of their accepting universities about the details of JDS doctoral programs and encouraging them to apply for the next phase (for the sixth and seventh and subsequent batches of JDS Fellows) while they are in Japan.

2-2. Obligations of Recipient Country

During the period of recruitment and selection of JDS Fellows, SDPS takes a main role in planning, implementation, management and supervision of the JDS as chair of the Operating Committee. They ask each target organization for cooperation to disseminate the information about JDS and promote application.

While the JDS Fellows study in Japan, the government of Kenya monitors them via the Agent on a regular basis to report to JICA. They also find the updates on the progress or concerns of the JDS on the regular report submitted by the Agent to take appropriate actions in cooperation with the Operating Committee members if necessary. In addition, the government of Kenya supports the JDS Fellows to collect data or other materials necessary for completing their master’s theses.

After the JDS Fellows return to Kenya, taking into consideration that main objectives of the JDS include contribution of the JDS Returned Fellows to solving development issues of the country as well as the development of the human resource network, the government of Kenya shall hold a Report Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential for them to make efforts to let JDS Fellows return to their previous office or have a position in a key government organization where they can utilize their experience in Japan.

2-3. JDS Implementation Schedule

When the Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS from FY 2024 onwards as a result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in the Figure below. More specifically, following the conclusion of E/N and G/A every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “Agent” to the government of Kenya. The Agent will conclude a contract with the government of Kenya to implement JDS on behalf of the government. However, officially, the Ministry of Foreign Affairs determines the maximum number of students and the maximum amount of money to be accepted each year, subject to approval within the Japanese Government (Cabinet meeting).

	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
Preparatory Survey									
1st Batch (Master)		R/S A			R				
2nd Batch (Master)			R/S A			R			
3rd Batch (Master)				R/S A			R		
4th Batch (Master)					R/S A			R	
1st Batch (Ph.D.)		R/S A				R			
2nd Batch (Ph.D.)			R/S A				R		
3rd Batch (Ph.D.)				R/S A				R	
4th Batch (Ph.D.)					R/S A				R

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

Figure 4: Implementation Process

2-4. Application and Selection Methods

2-4-1. Application Method

(1) Application Tools

The Agent, contracted by SDPS, will set up a website for recruitment activities and print application guidelines, posters and leaflets as recruitment tools as well as consider utilizing SMS messages.

Application requirements, application forms and PR materials (posters, leaflets, and website materials) will be designed to include information according to the needs of applicants by adding, for example, “Advice for preparing application documents”. It will be possible to effectively utilize these application tools. In addition, comments from Returned Fellows in government agencies will be included to show the benefits of studying in Japan through JDS. In this phase, application details, application documents, sample English language exam papers, and past mathematics exam papers have been made available to download on the JDS project’s website managed by the Agent, and applicants for the fourth and subsequent batches of JDS Fellows can now also complete their application documents on that website. These are some of the efforts that we have made to make information readily accessible to applicants. As a result, approximately 50 applicants accessed the website and prepared an application form (after that, during the approval process in their departments and by the Kenyan government, applicants who did not satisfy the conditions were screened and the list was reduced to 41 applicants). In the next and subsequent phases, it will be necessary to continue to consider improving the website and application tool (e.g., accessing, browsing, material downloading, and ease of preparing an application form).

(2) Application Method

First of all, we will ask, via SDPS, a department responsible for the JDS project at each target organization (usually the human resources department) to display an official notice of inviting candidates to apply for the JDS program and to distribute information on the application process. Then, application brochures, posters, and leaflets will be distributed by the Agent to target organizations. Explanatory meetings will be held at various venues as shown in the table below. The venues are only provisional and will be determined by the Operating Committee at a later date.

In this phase, in addition to organizing the explanatory meetings, the Agent visits target organizations to provide a detailed explanation of the application process to their departments responsible for the JDS project and to attract more applications. In Kenya, when recruitment starts, the SDPS sends a letter to the PS of each organization, and the PS shares the letter with the JDS department in charge (e.g., personnel department). Since it is known that it takes time after the letter reaches the personnel department, etc. and until the information thoroughly penetrates through to the officials in each organization, we visited the personnel department, etc. of each target organization and brought a copy of the letter as soon as the SDPS sent out the letter to the target organization so they could start preparing for recruitment. The SDPS agreed on this action, and the person in charge of the SDPS worked on promoting application for the fourth batch by emphasizing that the JDS is a scholarship project implemented by the Kenyan government. This included by accompanying us on visits to target organizations whenever possible and explaining the purposes of the JDS to prospective applicants. It will be important to continue to ask cooperation from the SDPS in the next phase too.

Table 25: Schedule of Explanatory Meetings

Expected Date	Venue
Late August to late September, 2024	Nairobi (Main target organizations, explanatory meetings with SDPS, etc.)
Late August to mid-September, 2024	Counties (Nairobi, Mombasa)

In addition, the Agent utilized networks such as JICA Ex-participants Alumni of Kenya (JEPAK), Kenya-Japan Alumni Association (KEJAA) and JICA experts, to ensure that the recruitment information can effectively reach a large number of potential candidates. JICA experts in fields including economy, transportation and health and medicine are dispatched to Kenya and are active in central and local regions, and therefore the Agent can also expect their assistance in advertising the scholarships.

The Embassy of Japan in Kenya and JICA office are highly interested in JDS. It was confirmed that they would give supports for promotion of the project to competent potential applicants in each relevant ministry and office. Interaction between Japanese embassy and JICA staff working locally and JDS candidates and fellows at pre-arrival orientation and send-off parties is effective in raising awareness of the JDS project in Kenya. For this reason, we hope that Japanese personnel will play their part in public relations activities for the JDS project.

The first batch of JDS Returned Fellows in the current phase said in the interviews conducted during this Preparatory Survey that they would provide assistance in future explanatory meetings and in attracting applications. In fact, the fourth batch of JDS fellows in the current phase were present at explanatory meetings to share their experience of studying in Japan with prospective applicants. In the next phase, we should give active consideration to attracting applications with the assistance of JDS Returned Fellows, which are expected to increase in the future, and take action accordingly.

At the Kenya-Japan Quality Infrastructure Conference organized by the Japanese government in Nairobi, the fourth batch of JDS Fellows in the current phase set up a booth for the JDS program at the request of the Kenyan government (the Ministry of Roads and Transport) and in partnership with the JICA office. In this way, we will make effective use of events that are relevant to both governments to carry out public relations activities for the JDS program and to attract applications.

How we address fewer applications to some universities and sub-programs in the current phase is described in “3-6-2. Issues and measures regarding securing number of applicants”.

(3) Assistance on JDS Applications for candidates

Kenyan candidates are generally competent in English as English is one of the official languages in Kenya. However, we need to provide support for Kenyan candidates to make a research plan, which is one of the application documents and will be assessed by Japanese universities to screen applications, in the same manner as we do for candidates from other countries. For example, we should explain how to make a research plan at an explanatory meeting. At an explanatory meeting, we need to take steps to provide support, which include explaining how to prepare application documents and organizing a lecture on how to make a research plan with the assistance of JDS Returned Fellows. A tutorial video of “How to make a research plan” was made available to view on the JDS website in 2021, and tools that candidates can use for self-study are also available.

(4) Measures for Gender Consideration

The application guidelines state that 'women are welcome to apply' in the current phase to encourage women as well as men to participate in the JDS. The percentages of females among all 64 applicants and the 29 final candidates in the current phase (first to third batches (master's degree and doctoral degree)) are 44% (28 applicants) and 52% (15 applicants), respectively, accounting for almost half of them. Therefore, this description will remain in the application guidebook in the next phase too. If the male-female ratio becomes imbalanced in the number of applicants or selection results in the future, it will be necessary for the Operating Committee to consider suitable action while considering the "Two-thirds Gender Regulations" described in "1-3-3. Gender Considerations".

2-4-2. Selection Methods

Selection process involves three stages which are document screening, technical interview by the accepting universities, and comprehensive interview by the Operating Committee. Candidates will be selected in accordance with the gist of this project after formulating guidelines.

2-5. Pre-departure and Post-arrival Orientation, Value-added Program and Special Program

JDS Fellows are expected to contribute to solving the country's development problems as core human resources after returning home and contributing to the expansion and strengthening of friendly relations between the two countries as a good understanding of Japan. While other similar scholarship programs by other donors are being offered, it is possible for the JDS Project to be more attractive not only by acquiring a degree at a graduate school, but also by offering a program to increase added value as a JDS Project, as well as to contribute to achieve the objective of JDS.

For this reason, in addition to quality education and research at each accepting university, it is desirable for the JDS Project to improve the quality of existing programs such as orientation before and after coming to Japan, special programs offered by universities, joint programs, etc., and provide more opportunities useful for the JDS Fellows such as networking events during their stay and internship programs at JICA or other organizations.

With the growing need for differentiation from JICA long-term training for project purposes and from scholarships programs in other countries, it is important to provide motivation to applicants and candidates in the application stage and to take advantage of opportunities before, during, and after their arrival in Japan to emphasize the differences from other schemes and contribution to strengthening bilateral relationships. For example, in a questionnaire survey of JDS Returned Fellows, those who were promoted three levels after returning were asked what percent studying in Japan contributed to that promotion. The average answer was 75%, which was higher than that of those who responded that they were promoted two levels after returning (average of 74%) and those who responded that they were promoted one level after returning (average of 69%). Data and examples like this can be used as evidence of how much studying in Japan can lead to promotion and link it to motivation from a perspective of contributing to the development of future leaders and the effectiveness of foreign diplomacy. Part of motivation is also to provide more opportunities for current JDS Fellows to interact with their seniors: JDS Returned Fellows and learn from them, not only during the application stage and before coming to Japan, but also during their stay in Japan. This creates a synergistic effect in which candidates, JDS Fellows currently studying in Japan, and JDS Returned Fellows cement their networks before and while studying abroad, using the JDS purpose and objectives as a medium, and in turn develop follow-up activities.

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

In order to achieve the project goal through the JDS Fellows, it is further essential to understand the social and development experiences of Japan as background knowledge. According to results of the questionnaire subjected to JDS Returned Fellows of other countries, as for questions about pre-departure and post-arrival orientation, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful. Therefore, (1) Lectures to understand the social and development experiences of Japan, obtain the basic knowledge of assistance policy toward Kenya, (2) Programs to improve self-awareness as JDS Fellows such as lecture by the president of JICA, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

During the pre-departure orientation program in Kenya, following the current phase, JICA Kenya Office gives a briefing on Japan's development experience, assistance policy toward Kenya and projects currently implemented in Kenya upon our request. In addition to this, the JDS program will also provide information on preparations and procedures for travelling to Japan, an introduction to Japanese society and culture, and an explanation of the JDS program. The Japanese Language Course consists of 65-hours of pre-departure lessons and 35-hours of self-learning lessons (using the provided learning material) before departure and 35-hours of lessons after arrival. Through the course, students develop the ability to have conversations necessary for life in Japan, understand Japanese culture, lifestyle, and etiquette, and acquire communication know-how that is useful in everyday life. Acquisition of Japanese skills will not only make the student life of JDS Fellows easier but also help them create a network with Japanese people.

In the current phase, we organized a courtesy visit to SDPS before departure to Japan and a send-off party to which the OC and JDS Fellows' supervisors of their belonging organization were invited. The purpose of these events is to communicate what the Kenyan government expects of JDS Fellows, to raise JDS Fellows' awareness that they represent the Kenyan government, to encourage the Kenyan government and JDS Fellows' employers to have a better understanding of the JDS program, and to develop a cooperation framework and networks. We will continue to plan and organize events for the next phase that involve the Kenyan government and target organizations, such as courtesy visits and send-off parties, in consultation with the Operating Committee.

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

In recent years, lectures on the 'JICA Development Studies Program'⁴⁹ have been included in the program content during their stay in Japan, to help them acquire basic knowledge on Japan's history of modernization and development experience, and to raise their awareness as JICA exchange students, who are expected to contribute to strengthening bilateral relationships. In addition, host universities participating in the JICA Development Studies Program will have the opportunity to promote understanding of Japan's development experience from an academic perspective by taking courses related to such topics as Japan's development experience.

⁴⁹The program provides JICA Fellows, including JDS Fellows, with an opportunity to learn about modern Japanese development experience and knowledge gained by Japan as a post-war donor.

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

As mentioned above, The Japanese language training will be implemented for around 35 hours at least after arrival. JDS Fellows will gain necessary conversation ability in Japanese, while they will also gain an understanding of Japanese culture, lifestyle and social manners through hands-on learning, and they will be taught useful communication techniques for daily life in addition to the pre-departure lessons.

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

2-5-2. Value-added Program

To have JDS Fellows act as a bridge between the two countries as people with a good understanding of Japan, to have them contribute to the strengthening of bilateral relationship, and to create added value in the JDS program as a practical scholarship program that is specialized for government officials, the information exchange and networking events for JDS Fellow and Japanese government officials have been held every year (called Networking with Japanese Government Officials).

JDS Fellows in Kenya are included in the target of the "Internship Program for JICA long term trainees," which is implemented by the JICA. Total six JDS Fellows from the 1st batch and 2nd batch have participated in the internship. This program is intended to formulate a network between Fellows, who are expected to be a bridge between Japan and the other countries, and private and public organizations in Japan to contribute to development of the countries and regions⁵⁰.

The network of Japanese government officials and people in Japanese companies that the JDS Fellows build through these activities will be an opportunity to understand each other's needs for Japanese ministries and companies and Kenyan ministries and agencies. It is expected that understanding each other's needs will lead to collaboration in specific projects and operations, which will lead to the development of bilateral relationships.

⁵⁰ Guide for Acceptance in JICA Internship Program for Fellows 2023
(https://www.jica.go.jp/Resource/regions/asia/ku57pq00002lkvug-att/guide_2023.pdf) (browsed on 5 June, 2024)

According to the results of the questionnaire to the JDS Returned Fellows to be explained in the next section, most fellows wanted internship opportunities, network with officials of central and local governments in Japan as possible programs provided during their stay. Such as leadership training and networking events with government officials conducted by the Agent, individual internships at the Ministry of Foreign Affairs and JICA, and it is expected to be continued as a part of the project and further developed.

(1) Networking event

At a networking event for government officials, which was held from November 8, 2022 to January 31, 2023, each of 10 ministries and agencies provided 11 sessions online or in a face-to-face lecture style. Though all the ministries and agencies provided them online in the previous fiscal year, about half of the ministries and agencies provided face-to-face lectures too in FY2022. Some ministries and agencies also had a facility tour or a group discussion with the officials. JDS Fellows received lectures about the activities and policies of the ministries and agencies in Japan that are related to their own organization or research and exchanged their opinions too. At the networking events for government officials, which were held in a face-to-face reception style on March 2, 2023 and February 29, 2024, 308 and 264 JDS Fellows and 46 and 49 related parties of the ministries and agencies in Japan participated in the events, respectively. At the events, the Fellows and government officials in Japan exchanged their business cards and the information about their organizations and tasks at the tables separated by their fields. Networks built through those events for government officials are expected to be utilized for individual opinion exchange and intercommunion, and eventually cooperation and collaboration, between the Fellows or their organizations and the ministries and agencies in Japan during their stay in Japan or after their return from Japan. "Acceptance for visit or tour at ministries and agencies" is also recognized as an upper-ranked need by ministries and agencies in Japan. Some ministries and agencies had even individually provided visits to the ministries and agencies and facility tours before the networking events for government officials were positioned as programs. Expanding such high-density intercommunions as a model case to more ministries and agencies would be a help to produce effective results.

(2) Internship

The fact that JDS Fellows in Kenya build networks with not only ministries and agencies in Japan but also Japanese companies and provide cooperation during their stay in Japan and after their return meets the diplomatic policies of Japan government, which promotes business expansion and investments in Kenya by Japanese companies (refer to "3-1-3. Feasibility of Providing Grant Assistance through JDS"). As described above, total six JDS Fellows in Kenya did their internship at Japanese companies (five companies) via the "Internship Program for Fellows." Those Japanese companies already have an office in Kenya or are considering business expansion in Kenya or Africa region. During the internship, the Fellows provided general information about Kenya and the information and needs related to their Project areas to the Japanese companies.

A Kenya office of a Japanese company from which hearing was performed in this Preparatory Survey gave a comment that existence of contact persons at ministries and agencies related to the Project area is useful for business expansion in terms of information collection, etc. JDS Fellows, who serve as public servants, are expected to understand the business and culture of Japanese companies through the internship, continue to contact with Japanese companies even after their return, and contribute to the bilateral relationship. Implementation of an internship program as a framework of this program or JDS by utilizing a network among Japanese companies that have cooperated in this internship program and know-hows about matching between Japanese companies and Fellows is considered to be effective as a value-added activity contributing to the bilateral relationship.

In addition, exchange events with local communities are also of great interest to Returned Fellows. In the questionnaire survey conducted before the return of JDS Fellows by the Agent, many Fellows comment that they wanted to have more opportunities to interact with Japanese people, along with Japanese language. If those opportunities to exchange with local Japanese people and community are provided, it will lead for the JDS Fellows to gain deeper experience of Japanese society and contribute to the development of Japanophile.

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

Table 26: Methods of added value to make JDS more attractive⁵¹

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

2-5-3. Special Program Content

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

The special program consists of the following aims.

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

⁵¹ Summarized "The basic research report "Verification of the Effectiveness of Free Human Resource Development Support (JDS) Projects"", International Development Center, Inc. basic research (P. 110), February 2020

Many universities have already implemented field trips and seminars both in Japan and abroad by utilizing the Special Program. Among them, field trips were particularly highly evaluated in the questionnaire to the JDS Returned Fellows of other countries. Many universities suspended their field trips after 2020 due to the novel coronavirus, but on May 8, 2023, it was downgraded by the Japanese government to Class 5 in line with this change. Therefore as well as continuous encouragement by the Agent for the use of special programs at each university, it is expected that appropriate consultation should be provided by the Agent to the universities so that the universities can provide useful programs that will contribute to the above purpose of the JDS with reference to the questionnaire results of JDS Returned Fellows.

2-6. Monitoring, Guidance and Counselling

2-6-1. Implementation System

A responsible person is assigned to each university, which accepts the JDS Fellows in order to build a good relationship with relevant people of the university and to respond to the Fellows promptly in case of emergency. In case the university is located in a provincial city, a responsible person is assigned in the nearest branch of the Agent.

2-6-2. Guidance and Counselling

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

2-6-3. Monitoring

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

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

Regular monitoring is conducted with monitoring report sheets. Monitoring report sheets describe comments from the Fellows, a responsible person of monitoring, and a supervisor of the university so that the condition of each fellow can be understood through a single monitoring sheet.

If a JDS Fellow has a health concern, the Agent contacts the person frequently and supports the person until the concern is resolved by working with local medical services and involved government workers. In FY2023, there were cases where a monitor from an agency detected health problems of a Cambodian fellow and Kyrgyz fellow, respectively, early on to stop their conditions from worsening. In these cases, accurate and quick actions by the Agent are essential.

2-6-4. Response in Case of Emergency

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

In addition, the e-mail delivery system and the safety confirmation system are provided so that information on the safety and whereabouts of all the Fellows can be consolidated promptly and accurately even if phone lines are disconnected while large-scale disasters and other emergencies happen.

In order to make sure that this system works properly in emergency situations, it is important to start regular drills about three months after JDS Fellows arrive in Japan to train all JDS Fellows to quickly report their safety status. When an earthquake that measured the maximum 7 on the Japanese seismic intensity scale occurred in Ishikawa Prefecture (Noto area) in January 2024, safety status of JDS Fellows was instantly tabulated and was reported to JICA. Development and maintenance of such a system is important.

2-7. Follow-up

The purpose of JDS is to contribute to solving of development issues of Kenya and strengthening of the bilateral relationship through the human resource development for solving development issues of the county and build human networks between the Japanese government and the government of the country, by supporting young government officials who are expected to play an important role at the central government in the county in the future to obtain degrees (master's or Ph.D.) at accepting universities. In order to achieve the higher-order goals of the JDS, it is important not only to provide the opportunity for JDS fellow to acquire professional knowledge, research, and build human network but also promote various follow-up method for both the Fellows in Japan and Returned Fellows as an activity to increase additional value of JDS.

(1) Follow-up while studying in Japan

Follow-up methods for JDS Fellows while studying in Japan will not only be performed by the Kenyan government and the affiliated organization. Rather, various ways are considered including interim group training to install JDS Fellows with a sense of their mission and cultivate their identity as JDS Fellows (leadership training), exchange events with Japanese government officials, conducting internship programs, workshops with the accepting universities and opportunities for JDS Fellows to participate in trainings held in Japan as the JICA technical cooperation project.

(2) Follow-up after returning

We interviewed the first batch of JDS Returned Fellows in the current phase as part of the first local survey of this Preparatory Survey, and we confirmed that all nine fellows had returned to their belonging organizations without any problems. We also confirmed at the interviews that they were required to promptly submit to their employers a report about their overseas study experience and that whether or not they would be promoted because of that experience would be determined within six months of their return. After that, in April 2024, when six months had passed, the second field survey was conducted to check the status of promotion. The survey results revealed that four out of nine fellows (44%) were promoted (refer to " 3-5. Outcome Status of JDS Returned Fellows (1) Promotion Status of JDS Returned Fellows").

It has been confirmed at interviews with SDPS and target organizations that neither JDS Fellows nor students sponsored by other donors' programs would be promoted, receive a pay increase, or otherwise be treated more favorably, just because they had studied abroad. On the other hand, it has also been confirmed that having a master's degree is a prerequisite for promotion to an assistant manager or a higher position and that it is possible for a scholar to be assigned to a job with a wide range of tasks and duties, such as a job contributing to public policy making, depending on the content and results of the research that the scholar conducted while studying abroad. (Refer to " 1-3-2. Career Paths of Public Servants in Kenya (2) Promotion and necessary degrees, staff transfer, human resource development system.") It was also confirmed that there were Returned Fellows who had not been promoted but were involved in policy planning ("3-5. Outcome Status of JDS Returned Fellows (2) Activities of JDS Returned Fellows").

In this Preparatory Survey, we additionally checked what follow-ups were done about students who had returned from studying abroad on other donors' programs. Commonwealth Scholarships, which are a major scholarship program offered by the UK government and are taken up by many Kenyans, have alumni associations for former Commonwealth Scholars only. The alumni associations check activity plans made by their committee members and provide budgets. We also confirmed that there are other donors' programs, such as the KOICA Scholarship Program, that have alumni associations for both scholars and short-term trainees. Commonwealth Scholarships or the KOICA Scholarship Program does not keep track of their former scholars' engagement in public policy making or promotion. We can turn this situation to our advantage and monitor our fellows' career status on a regular basis and turn it into data to measure the effectiveness of studying abroad and share the data with the Operating Committee of the Kenyan government and target organizations. We are confident that it will enable us to differentiate our project from those of other donors and to promote the better understanding of the JDS project and obtain assistance.

If a person working in the public service in Kenya participates in a long-term overseas training program or study abroad program that lasts more than six months, Kenya's public service human resources system requires that person to execute a Training Bond (i.e. a training contract) with his/her employer, subject to the approval of the Kenyan government (SDPS). The contract specifies the terms and conditions for working as a public servant after the training program (e.g. the period for which the person is required to return to work for his/her previous employer). The details of the contract for a long-term training program or study abroad program and the terms and conditions of the contract are set forth in the Public Service Training Bond Guidelines. According to the Guidelines, JDS Returned Fellows are generally required to return to work for their previous employers for two years if they studied for a master's degree or for three years if they studied for a doctoral degree.⁵² When monitoring JDS Returned Fellows' career status, such as promotion and job changes, careful attention should be given to the period for which they are required to return to work for their previous employers.

⁵² Public servants are required to return to work for their previous employers: for one year if their training program lasts six months to one year; for two years if their training program lasts one to two years; for three years if their training program lasts two to three years; or for five years or shorter if their training program lasts three years or longer, depending on the period of absence.

Japan-related alumni associations in Kenya include the JICA Ex-participants Alumni of Kenya (JEPAK) and the Kenya-Japan Alumni Association (KEJAA) for Kenyans who have studied in Japan. JDS Fellows returning from studying abroad can join either of these associations. We interviewed the first batch of JDS Returned Fellows as part of the first local survey of this Preparatory Survey and discussed setting up a JDS alumni association with them. They elected their interim leader and sub-leader and agreed to discuss future activities. During the discussion, they made several suggestions, which include ensuring that the alumni association cooperates in future recruitment exercises, opening the alumni association's social media account, and organizing a lecture on the diplomatic and economic relation between Kenya and Japan (given by a representative from the Ministry of Foreign and Diaspora Affairs) for JDS Fellows before their arrival in Japan. From FY2022, follow-up seminars for Returned Fellows by faculties have been introduced as part of the JDS activities in order to "strengthen relationships among Returned Fellows and among faculties of accepting universities," "fostering of identity as a Returned Fellow and personnel who have studied in Japan," and "deepening and utilization of knowledge obtained during study in Japan." Although a follow-up seminar has not yet taken place in Kenya, seminars with the Components in each country as a theme (held in parallel by multiple faculties for each Component) and convivial gatherings have been held to support networking. Kenya JDS should take advantage of these opportunities and encourage the alumni association to attend pre-arrival orientation, send-off parties, and report meetings, and at the same time we should work with the Kenyan government to boost the alumni association's activities and to take follow-up actions.

2-8. Strengthening Japanese Language Proficiency to Enhance the Significance of Diplomacy

Since strengthening the Japanese language proficiency of JDS Fellows is expected to foster them as counterparts with a deep understanding of Japan, we conducted a survey on how to strengthen Japanese language proficiency in 2020 during preparatory survey of other countries. As a result, it was decided to consider the possibility of responding flexibly, such as accepting JDS Fellows in Japanese if there are applicants who meet the eligibility requirements, under the circumstances where there are needs and a system that can be utilized after returning to their home countries.

As a result of the needs survey regarding study in Japanese, which was conducted in Kenya, all 21 organizations that responded to the questionnaire or hearing, stated that "we do not have officials who can speak basic Japanese," "there are no needs for dispatching our officials to a master's degree program taught in Japanese." As their reason, there were comments that "Because English is our official language, there are no needs to learn Japanese" and "there are no places where we can use Japanese even if we learn it."

Considering the above-mentioned survey results, though it is considered that there is a meaning of obtaining a degree in Japanese to fulfill the objectives of further production of diplomatic effects of the Project and development of officials who are really interested in Japan, the needs for obtaining a degree in Japanese were extremely low in the Kenyan government. Therefore, it is considered difficult to introduce a master's degree program taught in Japanese at this moment.

On the other hand, as another option to fulfill the objective of development of pro-Japanese people and people interested in Japan, it may be possible to establish an overseas study system that sets Japanese Language Course during their stay in Japan or gives incentives for Japanese language qualifications⁵³ in order to learn Japanese while learning an area of specialization in English at graduate schools or an overseas study system that provides a research student period during which students would learn Japanese at universities and then a two-year study period, though a degree is obtained in English.

- Providing Japanese Language Course as a JDS program on a periodical basis during their stay in Japan
- Giving exam fees to persons who want to take Japanese Language Proficiency Test
- Implementing a program that has a research student period (for learning Japanese for a certain period of time) + two-year master's degree (taught in English) period

⁵³ In April 2022, as an incentive for voluntary acquisition of Japanese language qualifications, the Agent started supporting JDS Fellows to take the qualification test (Japanese Language Proficiency Test). Specifically, the examination fee is refunded to those who pass the Japanese Language Proficiency Test (JLPT) N1 ~ 5 exam. Fourteen JDS Fellows have already indicated their intention to take the entrance examination in July this year. If there are actually successful applicants, they plan to publicize them extensively among the people concerned in order to raise the motivation of the learners.

Chapter 3. Evaluation of the JDS and Recommendation

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

The survey team analyzed relevance between JDS and development programs in Kenya, based on national development plan and strategy of the government of Kenya and the general circumstances of the relevant sectors. Findings are summarized below.

3-1-1. Conformity with Priority Development Issues in Kenya

In 2008 the Kenyan government announced its “Vision 2030”, a long-term economic development strategy aiming to transform Kenya into a middle-income country by 2030. The key pillars of the strategy aim to (1) achieve an annual average economic growth rate of 10% or greater by 2030, (2) promote equitable social development in a clean and safe environment, and (3) sustain a democratic political system. In addition, at the end of 2017, the Kenyan government announced its Big Four agenda of four key economic policies for the coming five years including (1) enhancing manufacturing, (2) food security and nutrition, (3) universal health coverage and (4) affordable housing. With the start of President Ruto’s new administration in August 2022, the Kenyan government introduced its new policy, the Bottom-Up Economic Transformation Agenda (BETA), in 2023. The Kenyan government plans to address a wider range of challenges, including the addition of priority areas, such as digital economy.

The JDS in Kenya can be positioned as one aspect of support for the development of the human resources necessary to achieve these policy goals as the JDS not only works to improve the administrative capabilities of the central government but also covers a comprehensive range of fields including financial policy, the judicial system, and urban and regional development.

3-1-2. Conformity with Japan’s Country Development Cooperation Policy for Kenya

The Country Development Cooperation Policy for Kenya formulated by the Government of Japan in September 2020, sets the basic policy as “Contribution to sustainable development and equitable social development conducive to economic growth”, identified six priority areas for targeted assistance and thirteen development issues. The JICA Country Analysis Paper on Kenya sets out a broad framework for assistance from Japan in accordance with these policies. In order to effectively address the development issues listed below, the JDS seeks to develop the competencies of key personnel at the government authorities with responsibility for the relevant fields.

JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA program as the Figure below.

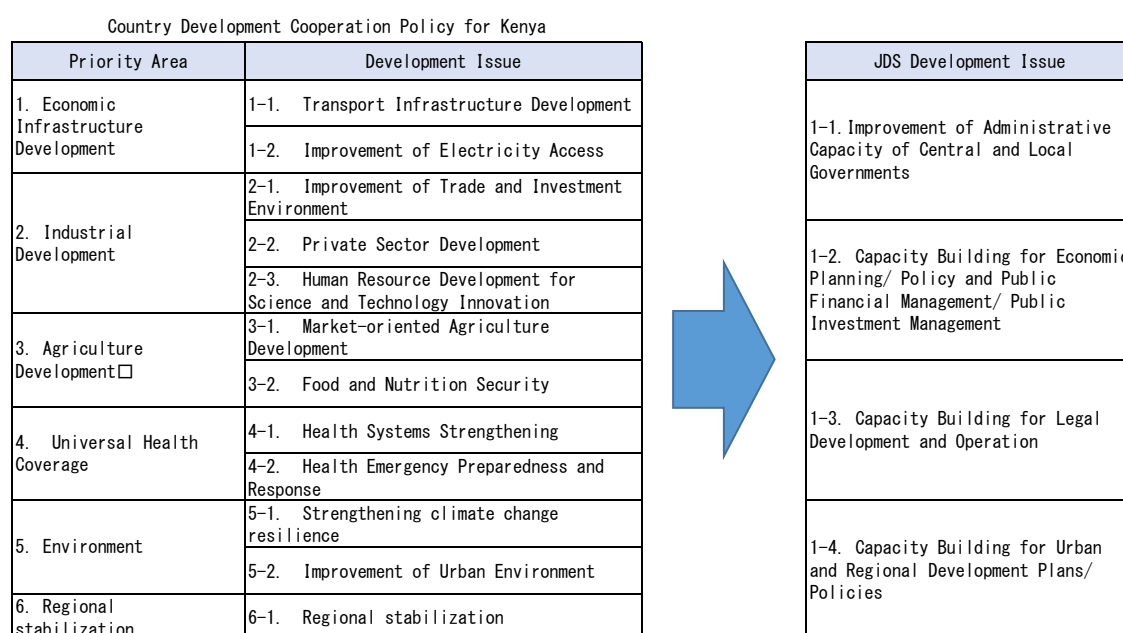


Figure 5: Relevance between Japan’s Development Cooperation Policy for Kenya and JDS Framework

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

Recipients of grant assistance are chosen in accordance with the criteria for interest-free loan recipients as defined by the global Independent Development Association (IDA), namely, Gross National Income (GNI) of \$1,800 per capita⁵⁴. Grant assistance is generally used to assist developing countries with major nation-building projects and initiatives designed to alleviate poverty, often in areas where the local government does not have enough funds or is unable to obtain the necessary loans. Grant assistance is designed to help recipient countries to be more autonomous and independent, and is carefully coordinated with other technical aid projects and interest-bearing loans provided by Japan and other donor countries.

⁵⁴ World Bank Website: <https://ida-ja.worldbank.org/ja/financing> (Browsed on 12 May, 2024)

Kenya's GNI per capita in 2022 was USD 2,099⁵⁵, classified by the World Bank as a lower middle-income country. Supported by large-scale public investment, a growing service industry and firm domestic demand, the economy has exhibited robust growth. However, it has remained vulnerable due to climate change and terrorism. Japan is a key aid donor, and has not only provided support for economic infrastructure through yen loans but also support for water supply development and health through grant aid. With these matters in mind, we carefully examined the appropriateness of implementation of the JDS using grant aid from the perspective of two points, that is, Japan's foreign policy and the circumstances of the recipient developing country, referring to the review viewpoints⁵⁶ listed in the notification of Japan's Ministry of Foreign Affairs. We found that the following points were highly satisfactory.

(1) Foreign Relations⁵⁷

The JDS targets young public servants who will be responsible for formulating and implementing policies for the social and economic development of Kenya, and it is anticipated that JDS participants will become future leaders in Kenya who are knowledgeable about Japan. JDS participants, as people who understand Japan well, will become important asset who can enhance bilateral relationships between Kenya and Japan.

Kenya is a geopolitically important country as it serves as the gateway in the East African region linking landlocked countries in Africa to the Indian Ocean and the Pacific Ocean. The country, which is the largest economy in the region, is the driving force for the regional economy and contributes to regional peace and stability. Kenya is the first African country to host the Tokyo International Conference on African Development (TICAD) led by Japan and plays a role as the gateway to the landlocked countries along the Northern Corridor of East Africa. Kenya is one of Japan's valued partners in promoting its main foreign policy, Free and Open Indo-Pacific (FOIP). Furthermore, Kenya is where Japanese companies generally establish their business bases from which to expand to the rest of Africa, it is of great economic importance for Japan to further strengthen its economic ties with Kenya. For these reasons, it is absolutely essential to build a human network with the Kenyan government through the JDS project to maintain and improve the cooperative relationship between the two countries.

⁵⁵ MOFA Website: <https://www.mofa.go.jp/mofaj/area/kenya/data.html> (Reference on January 10, 2024)

⁵⁶ MOFA, "Effective utilization of Gratis fund aid for countries with relatively high-income levels" April 2014

⁵⁷ Written based on "Republic of Kenya: Country Development Cooperation Policy" (September 2020) and "Project Summary" of the Ministry of Foreign Affairs (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100518972.pdf> (browsed on 12 May, 2024))

(2) Relationship with Important Policies⁵⁸

Providing support, through the JDS project, for the development of promising young public servants who are expected to play a pivotal role in the Kenyan government is in line with the aim of the above-mentioned main foreign policy of our country, Free and Open Indo-Pacific (FOIP), which includes the rule of law and economic resilience. Japan clearly stated its focus on investing in people and the quality of growth at the Eighth Tokyo International Conference on African Development (TICAD 8), which was held on the African continent in August 2022, and the JDS project represents the Japanese government's commitment. Developing young Kenyan public servants and achieving economic and social stability in Kenya in accordance with the Kenyan government's key policy will lead to sustainable economic growth driven by the private sector, including Japanese companies, and is expected to serve as a growth model for the East African region.

(3) Relationship with important cooperation areas in recent bilateral relationship

On the occasion of the summit meetings held in Kenya on May 3, 2023 and in Japan on February 8, 2024, President Ruto mentioned that he felt encouraged by Japan's attitude of accepting requests and positions of Africa in the international society and would like to further develop our bilateral relationship and further strengthen our cooperation in the international arena in close partnership while also mentioning about the strong bilateral relationship between Japan and Kenya, which has been cultivated for a long time. Also, Prime Minister Kishida mentioned that he would like to work closely with Kenya, an important compeer country that shares basic value and principle with Japan, to maintain and strengthen free and open international order based on "promotion of FOIP" and "administration of the law." In addition, he mentioned that he would give full assistance to business expansion of Japanese companies as well as economic growth and creation of jobs in Kenya and promote supports for business environment improvement and human resource development⁵⁹.

Also, at the business forum held when President Ruto visited Japan (on February 8, 2024), President Ruto said that investments in Kenya, a democratic country ruled by law, was the safest in Africa. He also mentioned that the summits of Japan and Kenya were working to establish a policy-level framework and trading laws and regulations, and he had strong expectations for expansion of investments in Kenya by Japanese companies⁶⁰.

⁵⁸ Summarized based on the Country Assistance Policy for Kenya (September, 2020) (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100518972.pdf>) (browsed on 12 May, 2021)

⁵⁹ Summarized based on the following information (all browsed on May 12, 2024). Website of the Ministry of Foreign & Diaspora Affairs "Japan-Kenya Summit Meeting on May 3, 2023" (https://www.mofa.go.jp/mofaj/af/af2/ke/page4_005861.html) Website of the Ministry of Foreign & Diaspora Affairs "Japan-Kenya Summit Meeting and Working Dinner on February 8, 2024" (https://www.mofa.go.jp/mofaj/af/af2/ke/pageit_000001_00297.html)

⁶⁰ JETRO business briefing "President Ruto Calls for Expansion of Investment by Japanese Companies at Kenya Business Forum."

Table 27: Important cooperation areas (underlined) in strengthening of the bilateral relationship between Japan and Kenya, which were mentioned in recent summit meetings, etc.

Japan-Kenya summit meeting (May 23, 2023)	
Statement from Japan	We will give full assistance to business expansion of Japanese companies as well as economic growth and creation of jobs in Kenya and promote supports for <u>business environment improvement and human resource development</u> . We would like to continue to provide cooperation in <u>green growth in Kenya</u> , <u>measures against climate change</u> , and <u>support in agriculture for improving life of community people</u> .
Japan-Kenya summit meeting (February 8, 2024)	
Statement from Japan	Both summits will further strengthen economic relation between the two countries by promoting cooperation such as private-public partnership (PPP) in the <u>infrastructure field</u> , strengthening of cooperative relation in the <u>information and communication technology (ICT) field</u> , and <u>samurai bonds</u> ⁶¹ between The National Treasury of Kenya and Nippon Export and Investment Insurance (NEXI).
Kenya business forum (February 8, 2024)	
Statement from Kenya	Investments in Kenya, a democratic country ruled by law, is the safest in Africa. The summits of Japan and Kenya were working to establish a policy-level framework and <u>trading laws and regulations</u> . We hope <u>for Japanese companies to expand their investments in Kenya</u> .

⁶¹ Bonds issued in yen by overseas issuance bodies (such as international authorities, overseas governments, and private companies) in Japan domestic markets. Website of SMBC Nikko Securities Inc. (<https://www.smbcnikko.co.jp/terms/japan/sa/J0224.html>) (browsed on June 3, 2024)

The above-mentioned important cooperation areas also meet the Components of the JDS⁶². Also, as shown in the following table, since the ministries and agencies related to the important cooperation areas are included in the target ministries and agencies, it can be said that implementation of JDS is appropriate as a Project that develops human resources who can contribute in bilateral relationship support field, which is being emphasized recently.

Table 28: Main JDS Target Organizations that are related to the important cooperation areas

FOIP (foreign relation), administration of laws
Ministry of Foreign & Diaspora Affairs, Office of Attorney General, etc.
Business environment improvement, expansion of investments in Kenya, establishment of trading laws and regulations, samurai bonds
National Treasury and Economic Planning; Ministry of Trade, Investments and Industry; cooperative associations; Ministry of Co-operatives and Micro, Small and Medium Enterprises (MSME) Development, etc.
Infrastructure, green growth (energy), information and communication technology
Ministry of Roads and Transport; Ministry of Lands, Public Works, Housing, and Urban Development; Ministry of Energy and Petroleum; Ministry of Trade, Investments and Industry, etc.
Others (climate change, agriculture field for improving life of community people)
Ministry of Environment, Climate Change and Forestry; Ministry of Agriculture and Livestock Development, etc.

3-2. Expected Effect of JDS

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

The appropriateness of implementing JDS in Kenya will be evaluated on the basis of this preparatory survey, and will eventually be reviewed by the Japanese government. It is, however, necessary for the Kenyan government dispatching JDS Fellows to provide support during their

⁶² Components that are related to important cooperation areas are: 1-1 Public administration: FOIP (foreign relation)/agriculture, 1-2 Economy: Business environment development, expansion of investments, samurai bonds, 1-3 Laws: Administration of laws, establishment of trading laws and regulations, 1-3 Urban/local development plan: Infrastructure/green growth (energy)/information and communication technology/environment/climate change. Please note that Public Administration, Economy, and Laws have room to be related to all important cooperation areas.

study and after their return and, in addition, for the accepting universities to provide a curriculum that makes contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project goal will continue to be promoted.

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

- Ratio of JDS Fellows who obtain master's degree and doctoral degree
- Enhancement of the capacity of JDS Returned Fellows on research, analysis, policy making and project operation/ management after their return
- Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows

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

As for Indicator: “Public policy making and implementation that make effective use of the achievements made by JDS Returned Fellows while studying abroad,” we will discuss with the Kenyan government, including SDPS, how to urge target organizations to assign JDS Fellows who returned to Kenya to positions where they can utilize the knowledge and skills that they acquired while in Japan. As stated in “2-7. Follow-up,” it is usually determined within six months of JDS Fellows’ return to Kenya whether or not they will be promoted because of their experience of studying abroad, and they are required to return to work for their previous employers for two to three years. It is, therefore, necessary to regularly check their career status, such as job roles and promotion (including promotion as a result of gaining employment at another governmental agency). The completion of a specific length of service is a requisite for promotion in Kenya, and having a master’s degree is also a requisite for promotion to an assistant manager or a higher position. In Kenya, acquiring a master's degree is essential for promotion to Assistant Director (Assistant Director class) or higher. It was also confirmed from the hearing from the SDPS that although Assistant Director class positions are normally eligible to be directly involved in policy making, even lower positions (Principal Officer or Senior Officer) can be indirectly involved in policy planning (e.g., sharing insights based on field operations and providing information), depending on their business tasks and capabilities. Therefore, even for Returned Fellows who are still in a lower position than Assistant Director class, it is desirable to periodically collect information about their involvement in policy planning and check their achievements.

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

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

The basic research projects conducted by JICA “Verification of the Outcome of the JDS Project” (February, 2020) (hereinafter referred to as “JDS basic research”) The basic research analyzed the factors that contribute and hinder the effective progress and achievement of the JDS Project, in comparison with other donor’s scholarship program as shown in the table below.

Table 29: Factors affecting the JDS Program outcome identified in the preliminary studies

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

In Kenya, main applicants and successful candidates are public servants or only public servants are targeted. By applying this to Commonwealth Scholarships and KOICA, which are competitors of JDS, superiority and inferiority of JDS are as shown in the following table.

Table 30: Comparative superiority and inferiority of JDS, KOICA, and Commonwealth Scholarships

JDS (targeting public servants)	Commonwealth Scholarships (Main applicants/successful candidates are public servants)	KOICA (targeting public servants)
<p>【Comparative superiority】</p> <ul style="list-style-type: none"> ▪ Only public servants are targeted ▪ Target organizations and areas are set based on the development issues of Kenya, and the Kenyan government is involved in recruitment and selection ▪ University faculties contribute to selection of appropriate human resources by performing interviews locally ▪ Support for the life of students during overseas study is hospitable ▪ Value-added trainings are provided ▪ Required support is provided to Fellows through implementation of special programs by accepting universities ▪ Encouraging the partner government regarding return to work, utilization, and promotion of Returned Fellows 	<ul style="list-style-type: none"> ▪ Maximum number of slots is high (30 persons/year) ▪ Less worries about language (English) in life 	<ul style="list-style-type: none"> ▪ Only public servants are targeted
<p>【Comparative Inferiority】</p> <ul style="list-style-type: none"> ▪ Selection period is long ▪ Rules during overseas study are strict ▪ Weakened yen and price increase affect the life 	<ul style="list-style-type: none"> ▪ The target of the program is not limited to public servants 	<ul style="list-style-type: none"> ▪ Areas are not set based on the development issues of Kenya (common among all target countries) ▪ The Kenya government is not involved in selection ▪ Active situations (accomplishments of the Project) of Returned Fellows are not monitored periodically
<p>【Common】</p> <ul style="list-style-type: none"> ▪ Part-time jobs are not allowed ▪ An alumni is established, and donners supply budget for its activities (For JDS and KOICA, Fellows join the same alumni as that for participants of short-time trainings) 		

One of the main advantages of JDS is that host universities are considered as project partners. The comprehensive framework is in place at each stage of the Program, ranging from selecting, guiding, and hosting students to providing follow-up service to them. Host universities are not only heavily involved in the candidate selection process, but also offer a special curriculum that caters to specific countries and students in addition to their existing courses.

The Agent of the project, on the other hand, is also actively involved in formulating an annual project policy and in the application and selection process. It provides full support to students before, during, and after their stay in Japan and performs regular monitoring throughout their stay. In the last 10 years (2008 to 2017), on average, 87.8% of graduate students successfully completed their master's degree programs in Japan, while the average success rate for JDS Fellows in the last 20 years reaches 98.7⁶³% because of the extensive support provided by JDS. Given the fact that JDS students are public servants, this high success rate is an important element of JDS's comparative advantage.

For people in Kenya who speak English as their mother tongue, it is considered that studying in countries spoken in English has a superiority in learning and life. However, hospitable support for the life of JDS Fellows, which was observed in the basic research, complements the issue of language in their life. According to the hearing from the JDS Fellows in the 1st batch who returned in September 2023, all of them commented that their concerns about their life and learning were reduced by the support from the Agent (e.g., Monitoring during stay). In addition, no special problems have occurred in learning and life of Kenya JDS Fellows in up to the 3rd batch who studied in Japan. The fact that the JDS not only communicates with Fellows during stay but also performs hearing from university faculties through periodical monitoring is considered to be a hospitable support that is not provided by KOICA and the above-mentioned Commonwealth Scholarships.

⁶³ Master's degree acquisition rates in 13 countries targeted for JDS basic research

The JDS also has comparative superiorities in that the accepting areas meet the development issues of Kenya and that the Kenya government is actively involved in recruitment and selection of Fellows. Those facts are advantageous for the Kenya government because research results of the Fellows can contribute directly to the development issues of the Kenyan government and also for Fellows because they are dispatched under the expectation of being involved in and contributing to important policies of Kenya and they increase the possibility of their involvement in policy making after their return. In fact, four out of nine Returned Fellows in the 1st batch have already got promoted within six months after their return, and some cases where they were involved in policy making were observed (refer to "3-5. Outcome Status of JDS Returned Fellows"). As for the Commonwealth Scholarships, which dispatches a large number of Fellows from Kenya and whose main applicants are public servants, and KOICA, which targets public servants like the JDS, target areas are set but the same among all target countries, which means that they are not set based on the development issues of Kenya. Also, the Kenyan government is not involved in recruitment and selection of Fellows in those programs, which are performed by donors only.

The JDS's actions after return of Fellows (e.g., the JDS encourages the government of the counterpart country to allocate Returned Fellows appropriately and monitors the status of Returned Fellows' involvement in policy making and promotion on a periodical basis to check the result of their overseas study) are not provided by KOICA and Commonwealth Scholarships. The JDS provides recruitment promotion to target organizations and shares information about promotion and involvement in policy making of Returned Fellows with the Kenyan government and target organizations at the Operating Committee, etc. for encouragement of their promotion and utilization. Those activities are advantageous for both the Kenyan government and Returned Fellows and can be said that they are superiorities that are not provided by the other donors.

It is worth noting that JDS Returned Fellows cited Japanese discipline, culture, history and opportunities to learn advanced skills, among others, when asked about comparative advantages of studying in Japan. When asked about disadvantages of studying in Japan, they cited difficulty in making ends meet with their scholarship money alone due to the weaker yen. We should take these issues into consideration when we examine what actions to take for the JDS project in the future.

3-4. Project Evaluation Indicator Data

3-4-1. Indicators of the results and impact of JDS

The following table shows the proposed indicators for the project results and impact of JDS in Kenya. Through the project implementation, the quantitative data will be accumulated before assessing the results and impact.

Table 31: Project Evaluation Indicator Data on JDS Kenya (Tentative)

Inaugural year		2019
Number of Slots per year		13 (Master's program 12, Doctoral program 1)
Fellows accepted	Total	31 (Master's program 29, Doctoral program 2)
	Sex	Male 14, Female 17 (ratio of female: 54 %)
	Average age	33 (Upon arrival)
Returned Fellows	Total	9
	Fellows obtained degree	9
	Failed Fellows	0
	Completion rate	100%
By category of belonging organization	Upon arrival 1	Government officers 20 (65 %), Other 6 (19%), County 5 (16%)
	After return to country	Government officers 6 (67 %), Other 2 (22%), County 1 (11%)
Ration of reinstatement	After return to country	9 (100%, 9 out of 9)
Ration of promotion	After return to country	4 (non-managerial positions) (44%, 4 out of 9)
Ration of management level	Upon arrival 1	1 (3%), *3 rd Batch
	After return to country	0 *Above-mentioned person is staying in Japan

3-5. Outcome Status of JDS Returned Fellows

In Kenya, one Fellow in the first batch who graduated from the one-year course and has a master's degree returned in 2022, and eight remaining Fellows in the first batch who have a master's degree returned in 2023. This means that all nine Fellows have returned (Fellows studying for a doctoral degree in the first batch will graduate in 2024). By checking with the organizations to which all the Returned Fellows in the first batch who have a master's degree were assigned after their return and hearing from them, we investigated how they apply their JDS experience and the like after their return. In addition, it was confirmed that all nine Fellows in the first batch completed the course with no particular problems (graduation rate: 100%) and all of them had returned to work as of December 2023 (reinstatement rate: 100%).

(1) Promotion Status of JDS Returned Fellows

All nine JDS Fellows acquired a degree before their return, and approximately 40% of them, or four Fellows (two at the Ministry of Agriculture & Livestock Development, one at the Ministry of Roads and Transport, and one at Nairobi City County) were promoted within approximately six months of their return.

Table 32: Affiliations and positions of JDS Returned Fellows (as of May 2024)

Batch	Year of graduation	Name	University	Previous organization/position	Present organization/position
1st	2022	Mr. Inganga Hussein	GRIPS	Kakamega County Human Resource Assistant	Kakamega County Human Resource Assistant
1st	2023	Ms. Lotam Zipporah Chepoghon	GRIPS	Ministry of Interior and National Administration, Assistant County Commissioner	Ministry of Environment, Climate Change and Forestry, Assistant Secretary and Administration *Transferred from the Ministry of Interior and National Administration
1st	2023	Mr. Mwanzi Oscar Tsimbalaka	Hiroshima University	Ministry of Agriculture and Livestock Development Pest Control Products Board Compliance and Enforcement Officer	Ministry of Agriculture and Livestock Development Pest Control Products Board <u>Senior Compliance and Enforcement Officer</u>
1st	2023	Ms. Kimeu Caroline Syombua	Hiroshima University	Ministry of Agriculture and Livestock Development Human Resource Management and Development Senior Officer	Ministry of Agriculture and Livestock Development <u>Human Resource Management and Development Principal Officer</u>
1st	2023	Mr. Kazungu Raphael Konde	Hiroshima University	Nairobi County Planning Assistant	Nairobi County <u>Planning Officer</u>
1st	2023	Mr. Okemwa Kevin	IUJ	National Construction Authority Research Officer	National Construction Authority Research Officer
1st	2023	Mr. Mwangi Anthony Maina	IUJ	Kenya National Bureau of Statistics County Statistics Officer	Kenya National Bureau of Statistics County Statistics Officer
1st	2023	Ms. Mbusiro Elizabeth Mogosi	IUJ	Ministry of Roads and Transport Finance Officer	Ministry of Roads and Transport Finance Officer
1st	2023	Ms. Wanyamawi Racheal Njira	Toyo University	Ministry of Roads and Transport <u>Road and Rail Transport Senior Officer</u>	Ministry of Roads and Transport <u>Road and Rail Transport Principal Officer</u>

Note: Post-return affiliations, where underlined, are positions to which the individual was promoted after returning to his/her country.

(2) Activities of Returned JDS Fellows

In Kenya, since little time has elapsed since the JDS Fellows returned with a degree, as of May 2024 there are few qualitative results. However, some results have been observed.

Table 33: Results of interviews with JDS Returned Fellows

1. Contributions to solutions for the development issues in the country	
Case 1	The Fellow was promoted to Senior Officer after his return and is contributing significantly to policy making and implementation regarding agrichemical regulations. His research in Japan and knowledge and experiences there are helping to establish and implement effective policies and regulations. He serves as an assistant to his manager in policy determination including application, approval, and rejection of agricultural chemicals.
Case 2	Following his return, the Fellow has been involved in drafting provisions regarding regulations and monitoring in the construction industry. In future, he plans to engage in drafting policy proposal documents on measures for important issues in the construction industry by applying data collection and data analysis methods he learned during his research in Japan.
Case 3	As a specialist who does cross-sectional work across ministries and agencies and summarizes policy documents, the Fellow has been transferred from the Ministry of Interior and National Administration to the Ministry of Environment, Climate Change and Forestry and serves as an Assistant Director of the Agency. He sometimes attends meetings on policy planning on behalf of the agency's director and is also playing the important role of organizing and summarizing policy-related documents submitted from multiple departments and agencies.
2. Contributions to strengthening the relationship with Japan	
Case 1	The Fellow is involved in the "Project for Capacity Building for Bus Operation Policy and Management in the Nairobi Metropolitan Area," a JICA technical cooperation project. He shared his experiences, knowledge, and research results, and the like from Japan with a consulting firm in Japan that is involved in the project.
Case 2	The Fellow used to be involved in the "Project on the Integrated Urban Development Master Plan for the City of Nairobi (2012 to 2014)," a JICA development plan survey, as a partner officials. He was promoted as a result of his JDS overseas education and is currently involved in urban development in Nairobi. More specifically, he is involved in the Nairobi Railway City Regeneration Program, which is also described in the aforementioned master plan, and is working on setting up subcontracting conditions. By embedding the principles of risk control, he learned through the research he did in Japan on program design and policy making, he is helping to improve the effectiveness of the urban development program.
Case 3	Under the JICA Fellows Internship Program, four Fellows in the first batch participated in internship programs at Japanese companies (fields: software development, air mobility, and business consulting). Through the internship, each Returned Fellow shares information about the issues in Kenya with companies that are highly interested in doing business in Kenya and surrounding regions. They are maintaining their connection to Japan even after their return.
3. Other secondary achievements	
Case 1	During his overseas education, a paper he completed for his master's degree (paper on illegal trading of pest control products) received a 2023 Fall Semester Outstanding Paper Award at his university. The paper was presented at the International Association of Agricultural Economists (IAAE) meeting, which was held in New Delhi, India after his return. Because the paper was accepted internationally, his research results will be utilized for introducing policies and regulations in that field in Kenya in the future.

(3) Establishment of an alumni association and future activities

At the meeting with the first batch of JDS Returned Fellows, which happened during the first field survey of this Preparatory Survey, a discussion arose about setting up a JDS alumni association. An interim temporary leader and other roles were chosen, and the Returned Fellows agreed to keep considering future activities. Through the discussion, a decision was made to cooperate in future recruitment activities, etc. for alumni, and proposals were put forward to launch a social media channel for the alumni association. A decision was also made to hold lectures on diplomatic and economic relations between Japan and Kenya for the Fellows before they visit Japan (with Kenya's Ministry of Foreign Affairs hosting the lecture).

During the second field survey, it was confirmed that the alumni association actually assisted with the recruitment activities (talking about their experiences in overseas education at the Explanatory Meeting), that an alumni association logo had been created, and that activities has taken place through the members' social media (for example, they received inquiries about preparing papers from Fellows staying in Japan and gave advice to them). In addition, the alumni association leader expressed his aims for the group, saying "I would like to solidify the foundation of the alumni association activities, mainly by promoting applications every year and participating and helping to run events such as orientations and send-off parties for successful candidates before they leave for Japan. I would like to invite new Returned Fellows to join, and so increase the number of alumni association members, and am also discussing with our members conducting a study tour and introducing Japan via school visits in Kenya as part of our special activities."

3-6. Issues and Recommendations

Issues and recommendations obtained in this survey are as follows.

3-6-1. Activities that Contribute to Diplomatic Effectiveness

One of the purposes of the JDS Project is to help to strengthen the bilateral relationship. So in the stage of recruitment, it is necessary to recruit applicants who understand the diplomatic policies and cooperation policies of the Japanese government from target organizations and secure as many applicants and final candidates as possible from target organizations that are likely to contribute to the important cooperation areas committed recently between the two countries. In the stage of selection, it is important to select successful candidates who are more likely to contribute to strengthening the bilateral relationship from among these candidates. In addition, when it comes to support for fellows who studied in Japan and returned to Kenya, it is necessary to help them get promoted as part of the project so that they can take advantage of their experience studying in Japan and the results of their study and contribute to strengthening the bilateral relationship, and conduct follow-ups so that networks with Japanese in the country can be built and utilized.

On the other hand, there is an issue to be addressed in recruitment in order to realize these.

Specifically, target organization personnel in charge of the JDS Project and potential applicants who participate in Explanatory Meetings for recruitment understand that one of the purpose of JDS is to develop human resources who help to strengthen the partnership between the two countries in the future, but the current situation of the bilateral relationship that has recently been deepening behind that purpose has not been expressed in detail in recruitment activities. In addition, although target organizations include the ministries and agencies listed in “3-1-3. Feasibility of Providing Grant Assistance through JDS” as those involved in the important cooperation areas of cooperation where Japan supports Kenya in the bilateral relationship, many of these ministries and agencies involved in the important cooperation areas currently have still only small numbers of applicants and successful candidates. Regarding the selection process, the applicant's description to items in application form and candidate’s answers toward interview questions are not always specific on contribution to strengthening bilateral relationships, and there is room for improvement to some of the content of the application form and evaluation methods in the comprehensive interview.

There is also an issue about follow-ups after JDS Fellows return to Kenya. In the JDS Project for Kenya, the 1st batch of JDS Fellows came back to Kenya in September 2023, and some of them have been contributing to strengthening the country's relationship with Japan as shown in Table 33. On the other hand, it has been found from hearings with JDS Returned Fellows that they do not have many opportunities to have direct involvement with Japan yet. To facilitate them to utilize the results of studying in Japan to strengthen the bilateral relationship, it is necessary to consider conducting follow-up activities, including building of networks with Japanese for JDS Returned Fellows, whose number will increase year by year in the future.

(1) Recruitment and selection

As mentioned before, an agreement was reached with the Kenyan government to make no change to the details of the Components, the number of slot for each Component and graduate school, and the target organizations in the current phase for the next phase of the JDS Project for Kenya. On the other hand, in discussions for the Preparatory Survey, the both countries agreed to strategically select human resources who not only contribute to addressing the Components but also help to strengthen the bilateral relationship considering anticipation of career paths JDS Returned Fellows.

Given these points, it is important to make efforts as described below and conduct strategic recruitment and selection in order to secure human resources who serve the purposes of the JDS Project throughout the phase:

i) Promoting Target Organizations' understanding toward strengthening the bilateral relationship

In Explanatory Meetings for recruitment, it is important to explain that the bilateral relationship between Japan and Kenya has been strengthening by referring to the TICAD and recent summit meetings and introducing examples of Japan's support, emphasize Japan's strengths and differentiate our support from support of other countries, and make potential applicants understand this project's purpose of strengthening the bilateral relationship. It is also necessary to explain the specific diplomatic and economic relations between the two countries and Japan's support to JDS Fellows who were finally selected in an orientation or send-off party before they leave for Japan in order to make them aware that they are expected to contribute to the development of both countries and strengthening the bilateral relationship.

ii) Recruiting potential applications from the ministries and agencies related to the important cooperation areas of support in the bilateral relationship

In order to enhance the effectiveness of strengthening the bilateral relationship, it is desirable to concentrate our efforts to recommend application on target organizations related to recent Japan's important cooperation areas. The numbers of applicants and successful candidates from the target organizations listed in Table 28: Major JDS target ministries and agencies involved in the important cooperation areas in the current phase are as shown in the table below. While certain numbers of applicants and successful candidates have been secured from some ministries and agencies, such as the National Treasury and Economic Planning, the Ministry of Roads and Transport, and the Ministry of Agriculture and Livestock Development, there are some ministries and agencies that have only small numbers of applicants and successful candidates but are considered important for Japan, such as the Ministry of Foreign and Diaspora Affairs and the Ministry of Investment, Trade and Industry. So, it is necessary to hold an Explanatory Meeting for the personnel departments and officials of these organizations on an individual basis and encourage them to have their human resources who help to strengthen the bilateral relationship to apply⁶⁴. We should also continue to recommend application intensively for the National Treasury and Economic Planning and the Ministry of Roads and Transport, from which stable numbers of applicants and successful candidates have been secured, since they are expected to help to form a Critical Mass in the future.

⁶⁴ In every year of the current phase, we have been requested to hold an Explanatory Meeting or Promotion Seminar when individual ministries and agencies were visited to recommend application, and have held meetings or seminars in response to their requests.

Table 34: Number of applicants and successful applicants for ministries related to important cooperation areas (total for current phase 1st-3rd batch)

	Applicants	Final Candidates
Ministry of Foreign and Diaspora Affairs	1	0
Office of Attorney-General	2	2
The National Treasury and Economic Planning	6	7
Ministry of Investments, Trade and Industry	1	2
Ministry of Roads and Transport	6	4
Ministry of Lands, Public Works, Housing and Urban Development	1	0
Ministry of Energy and Petroleum	3	1
Ministry of Environment, Climate Change and Forestry	1	0
Ministry of Agriculture and Livestock Development	7	3

iii) Selecting human resources who help to strengthen the bilateral relationship

The key to selecting human resources who help to strengthen the bilateral relationship in the stage of selection is to adequately confirm candidates' intention to contribute to addressing the development issues of Kenya, developing their policies, and strengthening the bilateral relationship by studying in Japan in the general interview by the Operating Committee. To do so, it is necessary to give the Operating Committee interviewers explanations of the important evaluation criteria to be checked in the general interview and especially the scoring items related to candidates' potential to contribute to strengthening the bilateral relationship in view of the recent diplomatic policies and the above-mentioned important items of cooperation in the bilateral relationship, and to interview them according to the purpose of the project. It is also considered that there is room for review on the evaluation methods for the contents of the Application Form and in general interviews in order to make applicants and the Operating Committee more aware of the view of strengthening the bilateral relationship. Some proposals are described below:

[Contents of the Application Form]

In Section 9. Future Contribution in the Application Form, applicants are asked the question "How do you contribute to strengthening bilateral relationships with Japan?" This question can be interpreted in a broad sense. For this reason, applicants' answers to this question do not always provide a specific description of contribution to strengthening the bilateral relationship that the JDS Project expects them to make, and may describe cultural or exchange aspects that are not directly related to their organization or work. To make improvements to this, the Operating Committee should consider methods to lead applicants to think about and describe contribution to strengthening the bilateral relationship the JDS Project expects them to make.

Proposal 1:

Include links to websites that introduce the diplomatic relations between Japan and Kenya, the Japanese government's ODA projects and policies on development cooperation by country in the guidelines for applicants to allow them to think about how their work is related to the diplomatic relations between the two countries or the policies of ODA projects and describe what contribution they can make.

Proposal 2:

Present some specific keywords in the Application Form so that they can ponder and give an answer about contribution to strengthening the bilateral relationship that the JDS Project expects them to make, and instruct them to make sentences by using those keywords (Examples of keywords include contribution to the Japanese and Kenyan governments, bridge between the two countries, diplomatic relations between the two countries, promotion of trading and investment between Japan and Kenya, common issues for Japan and Kenya, and policy consultation between the two countries).

[Evaluation sheet]

Unlike other study abroad schemes, the JDS Project is especially expected to strengthen the bilateral relationship. To value human resources who better help to strengthen the bilateral relationship between Japan and Kenya, the following ideas are proposed:

Proposal 1:

Require candidates to answer questions about their specific plan to contribute to strengthening the bilateral relationship in the general interview, and evaluate the items related to strengthening the bilateral relationship in the evaluation sheet based on their answers. Let candidates know questions they will be asked in advance so that they can present their specific ideas about or plan for contributing to the bilateral relationship in the interview.

Proposal 2:

In the third meeting of the Operating Committee, which is the approval process for successful candidates who passed the general interview, the Operating Committee members currently share only the scores and comments and total points the candidates received or earned in giving approval. A process should be added to the third meeting of the committee where the committee members can pick up and share the scores and comments and total points related to contribution to strengthening the bilateral relationship and discuss them with one another. If candidates who have earned high scores though they stated little about contribution to strengthening the bilateral relationship are found, the committee members should check the reason for the high scores and then decide the final successful candidates.

iv) Selection of target organizations taking into consideration of their contribution to bilateral relationships

In Kenya, the central ministries and agencies were reorganized in October 2023. When the ministries and agencies are again reorganized due to the political situation, etc. in the future, the target organizations after that will need to be determined by considering the diplomatic, economic, trade, investment, and other policies between Japan and Kenya.

Regarding "Business development of Japanese companies," which was mentioned at the recent summit conference, we heard from Japanese companies that had offices in Kenya about the "possibility of contributions to Japanese companies by JDS Returned Fellows in their capacities as government administrators." We received a comment that for Japanese companies, if key contacts who understand Japanese society and Japanese people, and are cooperative with Japanese people, are working at the central ministries and agencies closely related to Japanese companies' Project areas, they will be important personnel in terms of information access.

(2) Follow-up activities

Conducting follow-up activities for promoting the strengthening of the bilateral relationship

To ensure diplomatic achievements and benefits for the development issues through the JDS Project, it is extremely important that the Operating Committee and the target organizations support students staying in Japan by monitoring and conduct follow-ups to make optimal use of those who have returned to Kenya. In particular, it is necessary to continuously prompt the organizations to which they belong to retain their posts and to help them build their careers after returning to Kenya.

Although Kenya does not have a system under which studying abroad automatically translates into a promotion, four of the nine JDS Returned Fellows got promoted after they returned to the country, and it seems that experience studying in Japan has received a certain level of recognition.

Since there are still few JDS Returned Fellows in Kenya and there are limitations on conducting follow-ups that cover JDS Returned Fellows only, it will be effective to conduct follow-ups with cooperation from those with experience studying in Japan through the ABE Initiative or other programs. Since they are a very useful asset in promoting understanding of Japan and building friendly relations between our two countries, we should utilize this diplomatic asset effectively.

i) Promoting the understanding of Japanese interested parties (including Japanese companies) toward the JDS Project⁶⁵

As described in "3-1-3. Feasibility of Providing Grant Assistance through JDS " the Japanese government has declared that it would support Japanese companies in developing businesses in Kenya in its efforts to strengthen the bilateral relationship, and the Kenyan government also expects Japan to expand investment in Kenya. As mentioned above, Japanese companies understand information that can be shared is limited to some extent, but think that it is beneficial to them that public servants who have experience studying in Japan become contact persons. Therefore, it is desirable to build a network of JDS Returned Fellows and Japanese companies. Since it is necessary to deepen the understanding of Japanese interested parties other than those involved in aid toward the JDS Project first, officials from Japanese companies doing business in Kenya should be invited to participate in reporting sessions held to share JDS Returned Fellows' experience in Japan and hear an explanation of this project. This will provide an opportunity for them to understand and have interest in the results of this project through reports made by JDS Returned Fellows.

ii) Holding workshops and other events for deepening networks with Japanese interested parties

JDS Returned Fellows and their bosses, those who returned to Kenya after studying in Japan through the ABE Initiative or other programs (public servants rather than people from private organizations), and Japanese interested parties should be gathered to hold various events including workshops and recreation events. For example, the following activities may be conducted in these events:

- JDS Returned Fellows share what role they have been playing in their ministry or agency after returning to Kenya with other participants including officials from Japanese companies.
- Officials from Japanese companies explain the business fields and work in which they are engaged to those who returned to Kenya after studying in Japan through the JDS Project or the ABE Initiative, and they exchange information on relevant fields (information on needs, systems, etc. that can be provided) with one another.

⁶⁵ On May 14, 2024, a reporting session was held in Nairobi for students who returned home after studying in Japan through the ABE Initiative and the SDGs Global Leader Program to share their experience in Japan. Japanese companies were also invited to participate in this session, and 13 officials from 12 Japanese companies participated in the session (face-to-face or online).

- JDS Returned Fellows hold a workshop together with those who returned to Kenya after studying in Japan through the ABE Initiative and officials from Japanese companies. The Returned Fellows give presentations and exchange opinions with the officials from Japanese companies on possible cooperation or collaboration with these Japanese companies based on the major policies of their ministry or agency and work in which they are engaged as well as career paths they expect to take in the future (including promotion and involvement in policy planning).

These event activities should be used to provide opportunities for these Returned Fellows to play an active role and build and maintain a good relationship with Japan in Kenya.

3-6-2. Issues and measures regarding securing number of applicants

The number and ratio of the applicants in the first phase in Kenya were nine applicants/1.3 times in the recruitment of the first batch (in 2020) and 12 applicants/1.0 time in the second batch (in 2021). When the Project first started, a sufficient number of applicants were not secured. However, the number and ratio became 29 applicants/2.4 times upon recruitment of the third batch (in 2022) and 41 applicants/3.4 times in recruitment of the fourth batch (in 2023), which indicates a rising trend in the number of applicants. Whereas recognition of the JDS was low when the Project first started, it seems that the number of applicants has increased as recognition rose due to better understanding of and trust in the Project through the following activities: visiting the target organizations, mainly central ministries and agencies, during the recruitment period every year to explain the Project; a person in charge at the Kenyan government's Implementing Agency (SDPS) accompanied us to Explanatory Meetings and visits to target organizations during recruitment drives for the third and fourth batches; and Returned Fellows attended the Explanatory Meeting when recruiting for the fourth batch. On the other hand, additional action needs to be considered because even in the fourth batch, the number of applicants is still low for the following universities and graduate programs.

(1) University with few applicants

Component 1-1 National Graduate Institute for Policy Studies (GRIPS)

Situation: The number of eligible applicants for this Component to Hiroshima University was approximately 3.4 times maximum number of slots (two people) on average among the first to fourth batches. However, it remained 1.6 times for the GRIPS (the overall average including the other universities was 2.0 times). Regarding the GRIPS, 54% of all the eligible applicants in the third batch (seven out of 13 applicants) are from the Ministry of Interior and National Administration, and the number of organizations with applicants in the past remains at six. Although approximately 25% of applicants for Hiroshima University are from the Ministry of Agriculture & Livestock Development, the number of applying organizations is 16, which does not show any imbalance in applications from specific ministries and agencies compared to the GRIPS. A future issue for the GRIPS is to work to secure applicants from a wider variety of target organizations while keeping the applicants from the Ministry of Interior and National Administration.

Action: To increase the number of applicants to the university, provide an opportunity for discussion between faculties at the university and the Kenyan government by holding an opinion exchange meeting, etc. with the Kenyan government, which would take place during technical interviews. Explain to the Kenyan government about the areas that can be studied at the university to enable the Kenyan government to present applicable target organizations or departments, etc. for promoting application. In addition, since the number of GRIPS Returned Fellows in the current phase will increase in the future, have them attend Explanatory Meetings to explain about the characteristics of the graduate program, their own research results, and the potential for their use in business operations and policy making, etc. so that applicants can gain a more specific picture off what they could gain, which will lead to more applications.

(2) Other strategies related to recruitment

Since the JDS Project was started in Kenya four years ago, a total of nine Kenyan fellows have successfully acquired degrees and returned to Kenya and their offices, raising the project's profile among the target organizations. JDS Returned Fellows have been invited to participate in Explanatory Meetings and Promotion Seminars and speak about their experiences studying in Japan, which has helped to eliminate potential applicants' concerns about studying in Japan and to elevate their expectations. In FY2023, we created promotion videos featuring the experiences of JDS Returned Fellows and other content. We should use these to encourage potential applicants to apply for this project in subsequent fiscal years. For those living in Kenya, which is geographically and culturally very different from Japan, the experiences of those who have studied in Japan and returned to Kenya are convincing. So, it is important to continue to enable them to know how attractive studying in Japan and the JDS Project are in cooperation with JDS Returned Fellows.

It is also necessary to inform the officials in charge in the personnel departments of the ministries of the advantages of the JDS Project. We should actively call their attention to the advantages of the JDS Project, namely that the project aids in the medium- and long-term development of Kenya because it is intended for public servant and it provides a human resource development program fit for the country's development issues; accepting universities are positioned as project partners; in addition to existing programs, special programs are offered to provide a curriculum that is fit for the country; and other added value is provided. We should also actively emphasize that consistent teaching and accepting systems have been established, foreign students staying in Japan can receive substantial support (e.g., periodic monitoring) throughout the entire duration of their stays, and other various activities to provide added value are conducted (e.g., networking events involving government officials in Japan)⁶⁶. We should make the most of these features and advantages of the JDS Project, actively visit the target organizations, and call their attention to the advantages of the JDS Project in order to recruit over excellent applicants.

(3) Points to note regarding Target Organizations

Based on the Minutes of Discussions that took place during this survey, a framework for the Kenya JDS, including target organizations, was established and agreed on with the Kenyan government. The framework describes the target organizations assumed for each Component, and it was agreed that the target organizations should be discussed by the Operating Committee every year before recruitment begins. In the current phase, as agreed by the Operating Committee, target organizations are not set for each Component; instead, target organizations are allowed to apply for any Component so a suitable number of applicants can be secured. To be able to apply to a wider range of target organizations is likely to lead to an increase in the number of applicants, so it is desirable to continue this approach until a stable number of applicants can be secured in the next phase as well.

In particular, Component 1-3 Laws and 1-4 Urban and Regional Development contain more areas of specialty than Component 1-1 Government Administration and 1-2 Economy. The target organizations that directly supervise those areas are limited. On the other hand, as a result of checking needs in those areas with the central ministries and agencies and other target organizations, which was done during the hearings conducted in this survey, the existence of such needs was confirmed because most organizations have departments or operations and officials related to those areas, even though there are not many (10 people or fewer). Therefore, it may be possible to secure a greater number of applicants by not limiting the target organizations in those areas.

⁶⁶ In 2022 and 2023, a total of six Kenyan JDS Fellows of 1st and 2nd batch did their internship in Japanese companies (a total of five companies) through the JICA Internship Program.

3-6-3. Efforts to support JDS Fellows for achieving the purposes of the project and improving the JDS project's advantages over other projects

JDS Fellows are expected to contribute to resolving the country's development issues as core personnel and to expanding and strengthening friendly relations between our two countries as friends who have a good understanding of Japan after they return to Kenya. Supporting them in living their daily lives in Japan and gaining degrees at graduate schools and providing them with programs that increase the added value of the JDS Project will help to achieve the purposes of the project as well as improve the attractiveness of the project and its advantages over similar projects carried out by other donors in different countries covered by this project. Therefore, it is desirable to continue the following efforts in the next phase:

(1) Necessity of value-added programs⁶⁷

To improve the abilities of JDS Fellows, to build human relationships that serve as a foundation for good bilateral relationships, and to differentiate the JDS Project from other scholarship programs, further efforts should be made to provide Kenyan Fellows in Japan with value-added opportunities in addition to study at their accepting universities. Currently, opportunities to participate in various events—such as training for JDS Fellows who have not completed their courses yet, exchange meetings for public servant, and training planned by the JICA Development Graduate School Initiative⁶⁸—are provided for Kenyan students studying at Japanese universities. We should continue to provide such value-added programs that are unique to Japan.

(2) Effective Monitoring

JDS Fellows have various problems related to their research, daily living, family with whom they live in Japan, and so on. To support them in dealing with these problems effectively, the Agent assigns a monitor to each JDS Fellow at each accepting university. Monitors not only provide JDS Fellows with the support specified in “2-6. Monitoring, Guidance and Counseling”, but also take various creative actions when problems occur for JDS Fellows including those from Kenya.

Note that Agent staff (at branch offices and the head office) have made efforts to solve problems early by implementing measures, both in times of problems and on a regular basis, using the quantitative and qualitative information listed below.

⁶⁷ Refer to "2-5-2. Value-added Program"

⁶⁸ Under this initiative, the JICA carries out the JICA Development Studies Program (JICA-DSP) as part of official development assistance. This initiative is intended for students who came to Japan through JICA's project for human resource development and are enrolled in a degree course at a Japanese university.

- ✓ Accumulation, analysis, and use of monitoring data (e.g., text mining⁶⁹ analysis).
- ✓ Explanation of the importance of monitoring and report writing to monitors.
- ✓ Holding of regular monitor meetings and use of information sharing tools.
- ✓ Creating opportunities for the staff involved in JDS Kenya and monitors to regularly discuss problems unique to Kenya and explore a support method taking into consideration the Kenyan background and the characteristics of Kenyan people.
- ✓ Accumulation and use of information on problem handling (except for emergencies such as natural disasters).

In text mining, the content of monitoring reports created in the past by the Agent has been digitized, the tendency of how JDS Fellows change their views toward their research and living environment as well as their behavior and adaptation over two years of stay in Japan has been analyzed and summarized, and the result has been shared with monitors for their understanding and application of the information. Effective monitoring of JDS Fellows by monitors with the understanding of how JDS Fellows tend to change their way of thinking, behavior, and adaptation during their stay in Japan allows not only solving their problems earlier but also improves their satisfaction. Therefore, the actions described above are essential.

In addition, sharing past issues and text mining results with the Agent staff has a benefit of maintaining the monitoring quality by allowing newly appointed monitors to quickly catch up with information necessary in case of monitor replacement.

The Agent has also used text mining to analyze and refer to how JDS Fellows tend to be different depending on which university they join (e.g., living environment and speed of research) and their characteristics depending on where they are from (e.g., expectations for Japan, difference in research methods compared to their own country, difference in family values, difference in customs in daily living). It is important to use such tendencies as a reference to carry out appropriate monitoring and qualitative data analysis, while carefully watching how JDS Fellows respond to the living environment and experience emotional swings between the time of arrival in Japan to departure, and propose and implement strategies to detect and solve problems early.

Surveys of all JDS Fellows about their study abroad experience have indicated that one of the areas highly rated by respondents including Kenyans was the thoroughness of the Agent's monitoring and living support. Also, the comparative advantage of JDS most frequently mentioned by JDS Returned Fellows from Kenya we met through this survey was the generous support they received including monitoring. This is a support system unique to JDS that is not

⁶⁹ Text mining in general is an analysis method using a document analysis tool to find value hidden in data and convert it into a usable form to visualize it. Text mining of monitoring reports involves a huge volume of text data and therefore is done by an AI-based document analysis tool developed and designed by experts. Text mining here can analyze the whole document, show the frequency of word use, show how characteristic these words are in a given document, and visualize emotional trends.

provided by any other scholarship programs including the Australian government scholarship programs or the Fulbright Program. It is therefore important to continue to enhance JDS Fellow monitoring to strengthen the ties with them and improve the project rating.

3-6-4. Initiative to invigorate alumni association activities

The establishment of an alumni association will be valuable for returned Fellows to utilize the JDS network and maintain and expand their ties with Japan, and through the alumni association, a strong network among Returned Fellows will be formed and expanded, and can be a future diplomatic asset and diplomatic counterpart of Japan, This will greatly contribute to the objectives of the JDS.

As described in "3-5. Outcome Status of JDS Returned Fellows (3) Establishment of an alumni association and future activities", in JDS Kenya, the first batch Returned Fellows organized an alumni association, began to discuss future activities, and are already cooperating with JDS's recruitment activities. At the interview during the survey in Kenya, the 1st batch Returned Fellows stated that for the time being, their priority is to incorporate future Returned Fellows of and after 2nd batch Fellows and to consider the system of the association.

Therefore, it is important to actively involve alumni associations in such as encouraging application, orientation before dispatching to Japan, and report meetings after returning to Kenya, to make potential applicants and future Returned Fellows aware of the existence of alumni associations and to attract their members. It is also necessary to introduce the management methods and activities of alumni associations in other JDS countries to promote the establishment of the association and holding of regular events.

In addition, the Agent has established a "JDS Follow-up Fund" with their own funds in each country, and provide financial support for follow-up activities independently organized by JDS alumni. It is desirable the alumni association and the Agent cooperate each other and the Agent follow up on their activities, taking into consideration that the number of JDS alumni in Kenya is still small and there are challenges for them to manage their activities by their own fund.

3-6-5. Activities for future Critical Mass formation

JDS also aims to form a "Critical Mass" (a group that can be expected to be effective in an organization) of JDS Returned Fellows in each ministry and agency, with a view to enabling them to utilize the achievement of their studies in their belonging organizations after returning to their home countries and to expand influence of Japan in the target organizations from a diplomatic perspective.

In order for the formation of a critical mass to be effective, it is important not only to increase the number of JDS Returned Fellows in an organization, but also that the JDS Returned Fellows promote and it leads to increase the percentage of JDS Returned Fellows in managers (assistant manager level or higher) who can be involved in policy making in an organization. Therefore, in order to form a critical mass in the future, it is also important to follow up on Returned Fellows for promotion and strategically recruit applicants and select successful candidates who are expected to be promoted.

In the public service system in Kenya, one of the conditions for promotion is to serve in the same position for two or three years. Considering the condition, it is desirable to check the promotion status of the Returned Fellows whose number is increasing to the future. And when any Returned Fellows who cannot be promoted within two or three years is found, it is desirable to take measures such as providing opportunities to obtain advice from senior Returned Fellows who have been promoted. In the mid- to long-term aspect, the Agent should accumulate information on the belonging organization, departments, and fields of work of the un-promoted Returned Fellows and analyze the factors that prevent their promotion. Then, strategic recruitment and selection methods should be considered with an eye to the critical mass in terms of the potential of promotion. It is desirable to consider strategic recruitment and selection methods with a view to forming a critical mass in the future, referring to the actual number of applicants and successful candidates from ministries and agencies related to the important cooperation areas for strengthening bilateral relationships.

List of Appendixes

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons (first field survey)
4. Minutes of Discussions (M/D)
5. The Number of JDS Fellows to Be Accepted for the Next Four Batches under JDS Project in Kenya
6. Basic Plan for the Target Priority Areas (Draft)
7. Records related to Survey on Target Organizations

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. HAYASHI Kenji	Leader	Senior Representative JICA Kenya Office, JICA
Mr. TAKAHASHI Yuji (to October, 2023)	Cooperation Planning	Project Formulation Advisor JICA Kenya Office, JICA
Ms. SAKAI Nami (from November, 2023)	Cooperation Planning	Project Formulation Advisor JICA Kenya Office, JICA

<Consultants>

Mr. ISHIRO Jun	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Mr. SUZUKI Yosei	Overseas Study Planning	Deputy Director International Student Programs Division, International Student Programs Department I, JICE
Mr. AJIRO Kento (to March, 2024)	Needs Study/ Coordination	Country Officer International Student Programs Division, International Student Programs Department I, JICE
Ms. TOMINAGA Yuki (from April, 2024)	Needs Study/ Coordination	Country Officer International Student Programs Division, International Student Programs Department I, JICE

	Field Survey	In Japan	Accepting Universities		
2023 Jul.	<p>Mar. to July. (JICA/ Embassy/ MOFA)</p> <ul style="list-style-type: none"> Formulation of the list of target areas and development issues (Sub-Program/ Component) Explanation of the outline of JDS Project to the government of the recipient countries 	<p>Jul</p> <ul style="list-style-type: none"> Implementation of the request survey of accepting universities (JICA) 			
Aug.		<p>Aug</p> <ul style="list-style-type: none"> Conclusion of a contract with the consultant 	<p>Aug</p> <ul style="list-style-type: none"> Formulation and submission of proposals for JDS Project 		
Sept.		<p>Aug.to Sept.</p> <ul style="list-style-type: none"> Preparation for field survey 			
Oct.	<table border="1"> <tr> <td> <p>Oct</p> <p>[Survey on the needs and achievements of JDS Project by the consultant]</p> <ul style="list-style-type: none"> Information collection of civil servant system Information collection of Gender policy in human resource development system for government officers Information collection for designing the Japanese </td> <td> <p>Oct</p> <p>[Agreement on the project framework 1/2] (OC/JICA Survey Team)</p> <ul style="list-style-type: none"> Agreement on the new project framework and implementation structure Agreement on JDS target issues (Sub-Program, Component) Selection and agreement on Target Organizations and target demographic Selection and agreement on accepting universities </td> </tr> </table>	<p>Oct</p> <p>[Survey on the needs and achievements of JDS Project by the consultant]</p> <ul style="list-style-type: none"> Information collection of civil servant system Information collection of Gender policy in human resource development system for government officers Information collection for designing the Japanese 	<p>Oct</p> <p>[Agreement on the project framework 1/2] (OC/JICA Survey Team)</p> <ul style="list-style-type: none"> Agreement on the new project framework and implementation structure Agreement on JDS target issues (Sub-Program, Component) Selection and agreement on Target Organizations and target demographic Selection and agreement on accepting universities 	<p>Sept. to Oct. [University review / survey]</p> <ul style="list-style-type: none"> Evaluation of Proposals Review of proposals from universities Survey on prospective accepting 	
<p>Oct</p> <p>[Survey on the needs and achievements of JDS Project by the consultant]</p> <ul style="list-style-type: none"> Information collection of civil servant system Information collection of Gender policy in human resource development system for government officers Information collection for designing the Japanese 	<p>Oct</p> <p>[Agreement on the project framework 1/2] (OC/JICA Survey Team)</p> <ul style="list-style-type: none"> Agreement on the new project framework and implementation structure Agreement on JDS target issues (Sub-Program, Component) Selection and agreement on Target Organizations and target demographic Selection and agreement on accepting universities 				
Nov.					
Dec.		<p>Dec. to Jan. 2024</p> <p>Preparation of draft basic plan for</p>			
2024. Jan		<p>Jan. Preparation for the draft report on the preparatory survey</p>			
Feb.		<p>Feb.</p> <ul style="list-style-type: none"> Preparation for the outline design of the budget Submission of the report on the budget 			
Mar.	<p>April. 2024</p> <p>[Agreement on the project framework 2/2] (OC/JICA Survey Team)</p> <ul style="list-style-type: none"> Confirmation of selection procedures 	<p>Mar. Notification of the result of the selection to accepting universities (JICA)</p>	<p>Mar. Receipt of the result of the selection, and preparation for accepting JDS fellows</p>		
Apr.	<ul style="list-style-type: none"> Confirmation of draft basic plans 				
Flow after Preparatory Survey					
May	<p>Jun. -</p> <ul style="list-style-type: none"> Exchange of Note (E/N) Grant Agreement (G/A) 	<p>May. Decision on the implementation of JDS Project by Japanese government (cabinet meeting)</p>			
Jun.	<ul style="list-style-type: none"> Contract between a client of the recipient countries and an agent 	<p>(Jun. Finalization of the report on the preparatory survey)</p>			
2024.Jul ~2025. Feb.	<p>Aug.- Recruitment</p> <p>Nov.-</p> <ul style="list-style-type: none"> 1st screening by application document Health examination 		<p>Participate in Selection</p> <p>Nov.-</p> <ul style="list-style-type: none"> Screening by application document 		
Mar. to Jul.	<p>Dec. to Feb.2025</p> <ul style="list-style-type: none"> 2nd screening by Technical Interview with university faculty <p>-Mar.</p> <ul style="list-style-type: none"> 3rd screening by Comprehensive Interview 		<p>Dec. to Feb. 2025</p> <ul style="list-style-type: none"> Technical Interview in the Republic of Maldives and the Republic of Kenya 		
	<p>Jul. Pre-departure orientation</p>		<p>Apr.- Preparation for Enrollment</p>		
Aug.		<p>Aug. Student Arrival Briefing and Orientation</p>			
Sept.			<p>Sept.- Enrollment</p>		

List of Organizations Visited in the First Filed Survey, JDS Kenya

Date	Ministry	State Department	Name- Position
Oct. 16th	Ministry of Public Service, Performance and Delivery Management For Courtesy Call on the Principal Secretary For Discussion on the Minutes ①	Public Service	Amos N. Gathecha, EBS, NDC (K)- Principal Secretary David Njoroge- Secretary HRD, Jackson Alwanga- Director HRD, Wambua Stephen- Director HRD
Oct. 17th	Ministry of Public Service, Performance and Delivery Management	Public Service	David Njoroge- Secretary HRD, Jackson Alwanga- Director HRD, Wambua Stephen- Director HRD
	The National Treasury and Economic Planning	Economic Planning	Ahenda C.O.- Director HRD
	Ministry of Interior and National Administration	Internal Security	M.S. Gitari- Director HRM&D, Alicve Nyathoko- Deputy Director HRM&D, Thiongo Jemimah- Deputy Director HRM&D
	Office of Attorney General	Justice	Dr. Ernest Alela- Director HRD
	Kenya Revenue Authority	-	Franklin Kiogora- Manager, HR
	County Government of Nairobi	-	Eng. Tom Achar- Acting Director for Planning Compliance and Enforcement
	Ministry of Investments, Trade and Industry	Trade	Phillip Barchok- Deputy Director HRD, Josphat Kemboi- Training section Matthew Komen- Internal trade
Ministry of Foreign and Diaspora Affairs	Foreign Affairs	Eva Njoroge Acting Director HR	
Oct. 18th	Ministry of Agriculture and Livestock Development	Crops Development	Dr. Ruth Bosire Director Human Resource and Development Timothy Melita- Senior HR Officer
	Ministry of Investments, Trade and Industry	Industry and Investment	Augustine Muthiga- HR Officer Faith Nyambura- HR Assistant
	Ministry of Co-Operatives and Micro, Small and Medium Enterprises (MSME) Development	MSME	Grace Maina- Director, HRD Dalmas Yeri- HR Officer Peninah Samamba- HR Officer Bernadette Kisese- Clerical Officer Brian Odenyo- HR Officer
	Ministry of Health	Medical Services	Nathaniel Mutekwa- Principal HR
	Ministry of Water, Sanitation and Irrigation	Irrigation	Daniel Okwiri Assistant Director HRD
	Ministry of Environment, Climate Change and Forestry	Forestry	Jackline Mwangi- Snr HR Officer
	Ministry of Environment, Climate Change and Forestry	Climate Change and Environment	Mr. Kennedy Odhiambo- Director, HRM&D
Oct. 19th	National Land Commission	-	Richard Kaikai Chief Human Resource Officer
	Ministry of Foreign and Diaspora Affairs	Diaspora Affairs	Juanita Ombima- Head of HR Caroline Nderi- Deputy HR John Njogo
	Kenya National Bureau of Statistics	-	Rose Awino- Head of HR David Marisia- Assistant Manager HRM Rachel Okuom- Training
	National Construction Authority	-	Paul Kariuki- Head, HR
	Ministry of Lands, Public Works, Housing and Urban Development	Public Works	Stella Njau- Director HRD
	Ministry of Public Service, Performance and Delivery Management For Discussion on the Minutes ②	Public Service	David Njoroge- Secretary HRD, Jackson Alwanga- Director HRD, Wambua Stephen- Director HRD
Oct. 23rd	Ministry of Public Service, Performance and Delivery Management For Discussion on the Minutes ③	Public Service	David Njoroge- Secretary HRD, Jackson Alwanga- Director HRD, Wambua Stephen- Director HRD
Oct. 24th	Ministry of Public Service, Performance and Delivery Management For Discussion on the Minutes ④	Public Service	David Njoroge- Secretary HRD, Jackson Alwanga- Director HRD, Wambua Stephen- Director HRD
	Jomo Kenyatta University of Agriculture and Technology	-	Prof. Eng. Bernard W. Ikuu Deputy Vice Chancellor
Oct. 25th	Kenya Industrial Research & Development Institute (KIRDI)	-	Joan Bett- Senior HR Officer
	National Environmental Management Authority	-	Wekesa Immanuel- Principal HR Officer
	Mombasa County Government	-	Dr. Roselyne Randu- Chief Officer, Education Nancy Gathigia Mwangi Gichuhi- Department of Education, Mombasa County
	Ministry of Roads and Transport	Roads	William Asande, Deputy Director, HRD Dennis Mirwoba- Director HRD
Kenya Institute for Public Policy Research and Analysis (KIPPRA)	-	Monica Sifuna- Senior HR officer	
Oct. 26th	KOICA	-	Aidah Mtende- Program Coordinator
Oct. 27th	Ministry of Public Service, Performance and Delivery Management For Discussion on the Minutes ⑤	Public Service	David Njoroge- Secretary HRD, Jackson Alwanga- Director HRD, Wambua Stephen- Director HRD

HR=Human Resource, HRD=Human Resource Development, HRM=Human Resource Management, HRM&D=Human Resource Management and Development



REPUBLIC OF KENYA

**MINISTRY OF PUBLIC SERVICE, PERFORMANCE AND DELIVERY
MANAGEMENT
STATE DEPARTMENT FOR PUBLIC SERVICE
HRD DIVISION**

MINUTES OF THE OF THE SURVEY COMMITTEE OF THE PROJECT FOR
HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP

List of the Survey Committees

Kenyan Side

<u>Name</u>	<u>Title</u>
David K. Njoroge	Secretary HRD, State Department for Public Service
Jackson Alwanga	Director, State Department for Public Service
Fred Nyasimi	Deputy Director, State Department for Public Service
Simon Gichuki	Assistant Director, State Department for Public Service
Denis Mutahi	Director HRD, State Department for Public Service

Japan Side

<u>Name</u>	<u>Title</u>
Kenji Hayashi	Senior Representative, JICA Kenya Office (Team Leader)
Yuji Takahashi	Project Formulation Advisor, JICA Kenya Office
Nami Sakai	Project Formulation Advisor, JICA Kenya Office
Simon Kariuki	Programme Officer, JICA Kenya Office
Jun Ishiro	JICA Survey Member
Yosei Suzuki	JICA Survey Member
Kento Ajiro	JICA Survey Member
Sati Arthur	JICA Survey Member

Background

In response to a request from the Government of the Republic of Kenya (hereinafter referred to as “Kenya”), Japan International Cooperation Agency (hereinafter referred to as “JICA”) dispatched a Preparatory Survey Team (hereinafter referred to as “the JICA Team”) to Nairobi from October 16th to October 27th, 2023. in respect of “the Project for Human Resource Development Scholarship” phase2 (hereinafter referred to as “the JDS Project”) to be implemented in Kenya. During the first phase (FY 2020-2023), the JDS Project has been successfully implemented by sending 29 Master’s and 2 Doctoral students to Japan (9 of them have returned after acquiring the degrees). As a follow up to the first phase, the Government of Kenya requested for implementation of the second phase. A survey has been conducted to identify the relevance of the second phase through discussions with State Department for Public Service, Ministry of Public Service, Performance and Delivery Management (hereinafter referred to as “SDPS”) and other relevant target public organizations/institutions.



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

Introductory Statement

The Minutes of Discussions are a fundamental component in the preparation process for the second phase of the JDS Program. It is expected that both JICA and SDPS understand the importance of the Minutes of Discussions to facilitate the next phase of the program. The meeting was briefed by the JICA team that the purposes of the survey was to inform on:

- (i) Framework of the JDS project from Japanese fiscal year 2024 to 2027 to be implemented under Japan's grant aid;
- (ii) Designing the outline of the JDS project through collecting basic information on human resource development for public servants in Kenya;
- (iii) The outline of the JDS Project to the relevant parties of Kenya and
- (iv) Estimation of overall costs of the first cycle, that is a period of five years, of the JDS project.

I. Objective of the JDS Project

The JICA Preparatory Survey Team objective of the JDS Project is to support human resource development in recipient countries of Japanese Grant Aid, through highly capable, young public 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.

II. Framework of the JDS Project

1. Project Implementation

The meeting was informed 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 public servants of Kenya, the meeting was informed that the Operating Committee consists of the organizations as follows:

(1) Implementing Organization

The State Department for Public Service, Ministry of Public Service, Performance and Delivery Management (hereinafter referred to as "SDPS") is responsible for administrative matter of JDS, and therefore SDPS is regarded as the Implementing Organization.

(2) Operating Committee

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

Kenyan side

- SDPS (Co-Chair)
- The National Treasury and Economic Planning

Japanese Side

- JICA Kenya Office (Co-Chair)
- Embassy of Japan in the Republic of Kenya

(3) Agent for the Project Implementation

An agent recommended by JICA will facilitate the implementation of the project.

3. Target Areas of the JDS Project

Based on the discussions held between JICA and SDPS, the meeting was informed of target priority areas as Sub-Program and target development issues as Component and are identified as below.

Priority Area as Sub-Program 1 :

Improvement of Administrative Functions

Development Issue as Component

- 1-1. Improvement of Administrative Capacity of Central and Local Governments
- 1-2. Capacity Building for Economic Planning / Policy and Public Financial

 K.

Management / Public Investment Management

1-3. Capacity Building for Legal Development and Operation

1-4. Capacity Building for Urban and Regional Development Plans / Policies

4. Target Organizations

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

The meeting was informed 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 2025 shall be at twelve (12) and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2025 to 2028.

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

Based on the discussion held between JICA and SDPS, the meeting was informed that the educational programs of following universities would be suitable to the development issues in Kenya.

1) Development Issue as Component :

1-1. Improvement of Administrative Capacity of Central and Local Governments

University:

- National Graduate Institute for Policy Studies, Graduate School of Policy Studies
(2 slots)
- Hiroshima University, Graduate School of Humanities and Social Science /, Graduate School of Innovation and Practice for Smart Society Social Innovation Science (SIS) (2 slots)

2) Development Issue as Component :

1-2. Capacity Building for Economic Planning / Policy and Public Financial Management /

Public Investment Management

University:

Handwritten initials: H. / C

- International University of Japan, Graduate School of International Relations
International Development Program (IDP) (3 slots)

3) Development Issue as Component :

1-3. Capacity Building for Legal Development and Operation

University:

- Kyushu University, Graduate School of Law LL.M. Program (2 slots)

4) Development Issue as Component :

1-4. Capacity Building for Urban and Regional Development Plans / Policies

University:

- Toyo University, Graduate School of Global and Regional Studies Course of
Regional Development Studies (3 slots)

7. PhD Program in Japan under the JDS Project

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

8. Basic Plan for Each Component

The JICA Preparatory Survey 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 between JICA and SDPS during the Preparatory Survey.

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

9. Monitoring and Evaluation

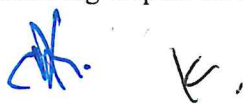
The meeting was informed that monitoring and evaluation of JDS graduates would be done actively by the Government of Kenya in collaboration with JICA for expanding their outcomes and human network.

III. Undertakings of the Project

The meeting proposed the undertakings of the Project as described in ANNEX 5.

IV. Project Monitoring Report on JDS

The meeting proposed the Project Monitoring Report on JDS (hereinafter referred to



as “the PMR” and Submission form as provided for in ANNEX 6.

V. Important Matters Discussed

1. Strategic recruitment and selection of candidates

It was recommended that both JICA and SDPS would make efforts towards strategic recruitment and selection of candidates to increase participation from organizations which contribute to bilateral relations between Kenya and Japan as well as enhancing the career path of JDS fellows.

2. Initiatives to Promote Gender Equality

The meeting was informed that during the first phase of the JDS project almost equal number of officers were selected from both genders. Therefore, both JICA and SDPS will continue working for gender equality through gender-oriented initiatives such as information sessions, recruitment and selection, as well as to provide training and networking opportunities and career development after returning to Kenya.

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 Kenya

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)

Nairobi, November 22nd, 2023



HAYASHI Kenji
Leader
Preparatory Survey Team
Japan International Cooperation Agency



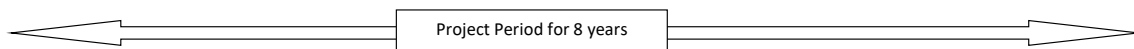
David K. Njoroge
Secretary, HRD
State Department for Public Service
Ministry of Public Service, Performance
and Delivery Management

Flowchart of the Preparatory Survey of JDS Project

	Field Survey	Work in Japan	Accepting Universities
2023	Mar. - Jun. (JICA/Embassy/MOFA) Formulation of the list of target areas and development issues (Sub-Program/ Component)		
Jun.			
Jul.		Jun. Request Survey for accepting universities	Jun. - 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.		Aug. Contract with a consulting firm for the	
	Sep. 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. Preparation for the field 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 - Accepting universities		
Nov.		Nov. ~Dec. Formulation of the basic plan for the target priority area	
Dec.			
2024			
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 JPY2024	
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		
2025		Aug. - Fellows arrival in Japan - Briefing and Orientation	
			Sept. ~ University Enrollment

Flowchart of JDS Project for the Succeeding Four Batches

	JFY 2023				JFY 2024				JFY 2025		JFY 2026		JFY 2027		JFY 2028		JFY 2029		JFY 2030		JFY 2031																			
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half				
Preparatory Survey for Planning Outline Design for JFY 2023																																								
• 1st Batch E/N in JFY 2024 (①) for 5 Terms (for JDS Fellows 2025)																																								
• 2nd Batch E/N in JFY 2025 (②) for 5 Terms (for JDS Fellows 2026)																																								
- 3rd Batch E/N in JFY 2026 (③) for 5 Terms (for JDS Fellows 2027)																																								
- 4th Batch E/N in JFY 2027 (④) for 5 Terms (for JDS Fellows 2028)																																								



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

Framework of Acceptance for JDS in Kenya

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Number of Fellows	Accepting University	Slot	Possible Fields of Study	Tentative List of Target Organizations
Improvement of Administrative Functions	1 Improvement of Administrative Capacity of Central and Local Governments	4	Hiroshima University Graduate School of Humanities and Social Sciences Graduate School of Innovation and Practice for Smart Society	2	<ul style="list-style-type: none"> •Political Economy, Governance / Administration •Local administration, Decentralization, Local autonomy 	<ul style="list-style-type: none"> •Ministry of Foreign and Diaspora Affairs •Ministry of Interior and National Administration •The National Treasury and Economic Planning •Ministry of Investments, Trade and Industry •Ministry of Agriculture and Livestock Development •Ministry of Health •Ministry of East African Community(EAC), The ASALS and Regional Development •Ministry of Public Service, Performance and Delivery Management •Ministry of Gender, Culture, the Arts and Heritage •Counties* • Public Universities and Research Institutes (PhD programme only)**
			National Graduate Institute for Policy Studies (GRIPS) Graduate School of Policy Studies	2	<ul style="list-style-type: none"> •International relations •Public health policy •Food safety and security 	
	2 Capacity Building for Economic Planning / Policy and Public Financial Management / Public Investment Management	3	International University of Japan (IUI) Graduate School of International Relations (GSIR)	3	<ul style="list-style-type: none"> •Theoretical economics (Macro, Micro) •Public financial management / Public investment •Industrial policy •Financial policy •Debt management •Healthcare finance 	<ul style="list-style-type: none"> •The National Treasury and Economic Planning •Central Bank of Kenya •Kenya Revenue Authority •Kenya National Bureau of Statistics •Ministry of Health •Ministry of Roads and Transport •Ministry of Lands, Public Works, Housing and Urban Development •Ministry of Energy and Petroleum •Ministry of Co-Operatives and Micro, Small and Medium Enterprises (MSME) Development •Counties* • Public Universities and Research Institutes (PhD programme only)**
	3 Capacity Building for Legal Development and Operation	2	Kyushu University Graduate School of Law	2	<ul style="list-style-type: none"> •Administration related laws •Business-related laws •International relations laws (Business, Marine etc.) 	<ul style="list-style-type: none"> •Office of Attorney-General (The State Law Office) •Office of Director of Public Prosecutions •Counties* • Public Universities and Research Institutes (PhD programme only)**
4 Capacity Building for Urban and Regional Development Plans / Policies	3	Toyo University Graduate School of Global and Regional Studies	3	<ul style="list-style-type: none"> •Urban development planning •Regional development / Local development planning •Urban infrastructure planning (Transportation, Water and sewage, Waste, etc.) •Environmental management, Climate change countermeasures 	<ul style="list-style-type: none"> •Ministry of Roads and Transport •Ministry of Lands, Public Works, Housing and Urban Development •National Land Commission •Ministry of Water, Sanitation and Irrigation •Water Resource Authority •Ministry of Environment, Climate Change and Forestry •National Environmental Management Authority •Counties* • Public Universities and Research Institutes (PhD programme only)** 	
Maximum Number per year		12	<p>* Officers who involve in the planning and development of the Government's Policies in the Counties may be selected during the selection process</p> <p>** Researchers in the Reserach Institutes under the relevant Ministries and Public Universities that involve in the planning and development of the Government's Policies may be selected during the selection process</p>			

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

Basic Information of Target Priority Area (Sub Program)

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

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

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

(2) Background and Needs (Position of JDS in Development Plan of the Republic of Kenya)

(3) Japan's ODA Policy and Achievement (including the Republic of Kenya)

Relevant Projects and Training Programs of JICA Kenya 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 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 Kenya.

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

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

(5) Activity (Example)

Graduate School of XXXXX

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

(6)-1 Inputs from the Japanese Side

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

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

1 batch X fellows x 4 years = X fellows

From the year 2025 (Until 2027) : X fellows, From the year 2026 (Until 2028) : X fellows

From the year 2027 (Until 2029) : X fellows, From the year 2028 (Until 2030) : X fellows

(7) Inputs from the Kenyan Side

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

(8) Qualifications

1) Work Experience:

- Must be a Public servant of Kenya and currently employed in the Target Organizations with permanent status.
- Required more than 2 years of work experience as a public servant. including a period of probation as a permanent and pensionable employee at the time of application (Part time jobs and volunteer activities are not counted as work experience).

2) Others:

- Nationality: Must be citizens of the Republic of Kenya.
- Mentally and physically in good health.
- Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch.
- Those who have Bachelor's Degree.
- Those who have obtained or are scheduled to obtain a Master's or higher degrees overseas under the support of foreign scholarship are ineligible.
- Those who are enlisted military personnel are ineligible.
- Have a good command of English at graduate school level.

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	SDPS	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	SDPS	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A	SDPS /TNT	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	SDPS /TNT	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	SDPS	approx. JPY6,000.-	
	2) Payment commission for A/P	Every payment	SDPS	approx. 0.1% of the payment amount	

6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	SDPS	N/A	
7	To organize the Committee meeting	During the Project	SDPS	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	SDPS	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	SDPS	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	SDPS	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	SDPS	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	SDPS	N/A	
13	1) To submit Project Monitoring Report on JDS to JICA	Every half year	SDPS	N/A	
	2) To submit Project Monitoring Report on JDS (final)	After completion of the Project	SDPS	N/A	
14	To ensure that the knowledge acquired by the Kenyan physical persons as a result of the Grant is not used for military purposes	After completion of the Project	SDPS	N/A	

(B/A: Banking Arrangement, A/P: Authorization to Pay, N/A: Not Applicable, SDPS: State

Department for Public Service Ministry of Public Service, Gender and Affirmative Action, TNT: The National Treasury and Economic Planning)

(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 fellow's returning, evaluation meeting on JDS program upon the graduation, meeting for reporting the results after JDS fellow's returning to their respective countries, and	During the Project	
8	To perform other duties necessary for implementation of the Project.	During the Project	
	Total		XXX

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

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

Organizational Information

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

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 <u>approx. JPY6,000</u> 2) Payment commission for A/P <u>approx. 0.1% of the payment amount</u>

1: Project Description

1-1 Project Objective

The purpose of JDS Project is to support human resource development in developing countries that receive Japanese grant aid through accepting highly capable, young government officials, who are expected to engage in formulating and implementing social 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.

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

JDS project will contribute to the human resource development of XX's government officials based on Japan's knowledge and will improve their policy management capacity in the development issues to be addressed. This is fully consistent with the cooperation policy and analysis of Japan and JICA.

Target groups: The number of young government officials who will obtain degrees (master's and doctoral degrees) will be XX persons/term. (JDS promotes the participation and capacity development of female civil servants in order to promote gender equality and women's empowerment).

1-3 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 government officials 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 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)

--

2-2 Obligations by the Recipient (Progress of Specific Obligations)

See Attachment 1.

2-3 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			

2-4 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. Schedule of Payment
3. Semi Annual Report by the Agent / Final Report by the Agent
4. Report on Proportion of Procurement (Recipient Country, Japan and Third Countries)
(PMR (final)only)

DRAFT

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

	2) To submit Project Monitoring Report on JDS (final)	After completion of the Project	XXX	N/A	
14	To ensure that the knowledge acquired by the XXX physical persons as a result of the Grant is not used for military purposes	After completion of the Project	XXX	N/A	

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

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

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

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

Schedule of Payment

Note: "Terms of Payment" should be the same as specified in the contract document.

In case of the project whose budget of the grant is appropriated in multiple Japanese fiscal years, please add the budget term (Term 1, Term 2...).

(「Terms of Payment」欄には、契約書規定の支払条件を記入してください。また、国債案件の場合は、該当ターム(Term 1, Term 2...)を併記してください。)

Note: In the "Payment Schedule" column, please specify the date(s) as follows:

- Payment Schedule (original/revised): the date when the necessary documents are to be submitted to the company's main bank.

- Actual Date of Payment: the date when the payment was executed/completed.

(「支払請求予定時期」に記載する予定年月日は自社の取引銀行への支払書類提出予定日、実績は着金日を記入すること。)

2022/1/10
Revised 20XX/XX/XX
Revised 20XX/XX/XX

Project Title	JDS (The Project for Human Resource Development Scholarship)
Country	
G/A	Signed date:
Agent	
Contract	Signed date:

1.Agent Fee

Time for Completion:

Date of concurrence:

Date of issue of Authorization to Pay (A/P):

Deadline of presentation of the required document stipulated in A/P:

	Term	Amount 当初計画金額	実支出額	Terms of Payment 支払条件	Payment Schedule (original/revised) and Actual Date of Payment 支払請求予定日/着金日	Reason for Change in Payment Schedule 支払請求予定日 変更理由
Advance Payment	1	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022(Actual)	
First Interim Payment	1	XXX,XXX	XXX,XXX		5-FEB, 2023 (Original) 5-MAR, 2023(Revised 1) 15 MAY, 2023(Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Second Interim Payment	2	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Third Interim Payment	2	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fourth Interim Payment	3	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Fifth Interim Payment	3	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
Sixth Interim Payment	4	XXX,XXX	XXX,XXX		19 DEC, 2023 (Original)	
Seventh Interim Payment/Final Payment	4	XXX,XXX	XXX,XXX		20 DEC, 2023 (Original)	
Eighth Interim Payment	5	XXX,XXX	XXX,XXX		21 DEC, 2023 (Original)	
Final Payment		XXX,XXX	XXX,XXX		15 DEC, 2025(Original)	
Total						

2.Scholarship Cost

Time for Completion:

Date of concurrence:

Date of issue of Authorization to Pay (A/P):

Deadline of presentation of the required document stipulated in A/P:

	Term	Amount 当初計画金額	実支出額	Terms of Payment 支払条件	Payment Schedule (original/revised) and Actual Date of Payment 支払請求予定日/着金日	Reason for Change in Payment Schedule 支払請求予定日 変更理由
First Payment	1	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022(Actual)	
Second Payment	1	XXX,XXX	XXX,XXX		5-FEB, 2023 (Original) 5-MAR, 2023(Revised 1) 15 MAY, 2023(Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	1	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	1	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	1	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment	1	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
First Payment	2	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022(Actual)	
Second Payment	2	XXX,XXX	XXX,XXX		5-FEB, 2023 (Original) 5-MAR, 2023(Revised 1) 15 MAY, 2023(Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	2	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	2	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	2	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment	2	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
First Payment	3	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022(Actual)	
Second Payment	3	XXX,XXX	XXX,XXX		5-FEB, 2023 (Original) 5-MAR, 2023(Revised 1) 15 MAY, 2023(Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	3	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	3	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	3	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment	3	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
First Payment	4	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022(Actual)	
Second Payment	4	XXX,XXX	XXX,XXX		5-FEB, 2023 (Original) 5-MAR, 2023(Revised 1) 15 MAY, 2023(Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	4	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	4	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	4	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment/Final Payment	4	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
First Payment	5	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022(Actual)	
Second Payment	5	XXX,XXX	XXX,XXX		5-FEB, 2023 (Original) 5-MAR, 2023(Revised 1) 15 MAY, 2023(Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	5	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	5	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	5	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment	5	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
Total						

Sample of Contents for the Semi Annual Report by the Agent
And Final Report by the Agent

I. Services Provided by the Agent

1. Opportunity Providing Services
2. Expenses Transfer Service of the Scholarship Costs
3. Others

II. Special Notes Related to JDS Fellows

1. Academic Studies
2. Daily Life
3. Early Return
4. The Special Program

III. Problems and Countermeasures

1. Supporting Recruitment
2. Supporting Selection
3. Follow-up Seminar
4. Academic Placement
5. Others

Appendix

1. List of JDS Fellows who enrolled in yyyy
2. List of Special Program Activities JFYyyyy
3. Framework of JDS Master's Degree Program
4. Qualifications and Requirements for Applicants for JDS Master's Degree Program
5. Summary of Recruitment Activities for JDS Master's Degree Program
6. Recruitment Tool (Poster/Flyer)
7. List of Interviewers for JDS Master's Degree Program Technical Interview
8. List of Final Successful Candidates for JDS Master's Degree Program
9. Analysis of Applicants and Final Successful Candidates for JDS Master's Degree Program
10. Transition of Number of Applicants in Each Selection Stage for JDS Master's Degree Program
11. Qualifications and Requirements for Applicants for JDS Doctoral Degree Program
12. Summary of Recruitment Activities for JDS Doctoral Degree Program
13. List of Final Successful Candidates for JDS Doctoral Degree Program
14. Networking Event with Japanese Government Officials JFYyyyy
15. List of Graduates in this Period

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		

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

DRAFT

submission form on JDS

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]

The Number of JDS fellows to be accepted for the Next Four Batches under the JDS in Kenya

Sub-Program	Components	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1 Improvement of Administrative Functions	1-1 Improvement of Administrative Capacity of Central and Local Governments	Hiroshima University	Graduate School of Humanities and Social Sciences / Graduate School of Innovation and Practice for Smart Society	2	2	2	2	8
		National Graduate Institute for Policy Studies (GRIPS) Graduate School of Policy Studies	Graduate School of Policy Studies	2	2	2	2	8
	1-2 Capacity Building for Economic Planning/ Policy and Public Financial Mangement/ Public Investment Management	International University of Japan (IUJ)	Graduate School of International Relations (GSIR)	3	3	3	3	12
	1-3 Capacity Building for Legal Development and Operation	Kyushu University	Graduate School of Law	2	2	2	2	8
	1-4 Capacity Building for Urban and Regional Development Plans/ Policies	Toyo University	Graduate School of Global and Regional Studies	3	3	3	3	12
Total				12	12	12	12	48

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Republic of Kenya
2. Target Priority (Sub-Program) Area: Improvement of Administrative Functions
3. Operating Committee:
Kenyan Side: State Department for Public Service (SDPS), Ministry of Public Service, Performance and Delivery Management, The National Treasury and Economic Planning
Japanese Side: Embassy of Japan in Kenya, JICA Kenya Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Improvement of Administrative Functions
2. Component: Improvement of Administrative Capacity of Central and Local Governments
3. Target Organization: Please refer Framework of Acceptance for JDS in Kenya

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

The Kenyan government has been engaged in reform through socio-economic growth following the launch of its Vision 2030 long term development plan and promotion of the Big Four agenda encompassing key policy initiatives to be achieved by 2022. However, the administrative organs handling each development issue are operating in a silo structure, and in addition, generally speaking the administrative personnel implementing the plans have insufficient experience and expertise. Therefore, improvements in the administrative capabilities (including improvement in management capability within the government) through training of administrative personnel in a wide range of fields, as well as building of an administrative systems are required. Providing support for the training of young administrative personnel who will become active as key members of the administration in the future is also consistent with Japan's fundamental foreign policy which supports the rule of law (enhancement of governance capacity) and pursuit of economic prosperity (human connectivity)

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

Promote sustainable economic and social development is set as basic policy in the "Country Development Cooperation Policies for the Republic of Kenya" which was issued in 2020.

Under the said policies, the government of Japan supports the human resource development of the government officials which would contribute to the capacity development for policy making of the government through the long-term training and training programs in Japan, in the prioritized areas that the government of Kenya set in its national strategy.

In accordance with the said policies for Kenya, JICA supports the human resource development of the government officials who would be crucial for the government to sustainably make and implement the effective and practical policies.

Relevant Projects and Training Programs of JICA Kenya Office:

【Expert】

- Advisor for Office of the President

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the structure and capacity of the central government and local governments that are the target organizations.

2) Project purpose

To ensure that government officials improve their capability of analysis, policy making and business management skills.

(3) Verifiable Indicators

1) Ratio of JDS Fellows who obtain Master's 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 Humanities and Social Sciences, Hiroshima University

2 fellows / year, Total 8 fellows / 4 years

Graduate School of Policy Studies, National Graduate Institute for Policy Studies

2 fellows / year, Total 8 fellows / 4 years

(5) Activity (Example)

Graduate School of Humanities and Social Sciences, and Graduate School of Innovation and Practice for Smart Society, Hiroshima University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Acquisition of basic knowledge for acquiring policy analysis skills	<ul style="list-style-type: none">Through, students will take preliminary education that aims to make accepted candidates prepare for studying advanced materials in our course through online education. Students are provided with materials on basic economics and are required to conduct self-study under the instruction of teaching assistants (Ph.D. students in our course) and young lecturers.
2) During study in Japan	
Acquiring of basic knowledge for acquiring policy analysis skills	<ul style="list-style-type: none">Students will take basic courses in economics and social sciences to acquire skills and abilities of policy analysis, evaluation, making and governance.In addition, depending on the interests of individual students, they can take applied courses (elective courses) to acquire more advanced specialized

	<p>knowledge and techniques. (e.g., Upon the student's request, he or she may take courses in the Transdisciplinary Science and Engineering Program at the Graduate School of Advanced Science and Engineering, in subjects such as health policy.)</p> <ul style="list-style-type: none"> • Through the seminar classes, students will learn the basic skills involved in research plan, literature review, academic presentation, and academic writing, and obtain basic skills necessary for scientific research (analytical methods and result interpretation) toward evidence-based policy making and governance. • In addition to the above, students will take a wide variety of lectures and seminars including Japanese Experience of Social Development.
<p>Acquiring the ability to find problems and propose practical solutions</p>	<ul style="list-style-type: none"> • Through practical courses as special lectures, special seminars, summer courses, fieldwork, and internships, students will acquire practical knowledge and skills to deal with policy issues for which interdisciplinary and multidisciplinary solutions are desired.
<p>Acquiring practical and applied skills in the field</p>	<p>The following activities will be carried out as special programs</p> <ul style="list-style-type: none"> • Through Various seminars, opportunities will be provided to discuss with experts studying at other universities and institutes and to acquire practical knowledge from practitioners in government and international organizations. • To assist in the promotion of research, the program provides the minimum amount of research materials and related books, databases, and software for statistical analysis necessary for the students' research fields. • Hiring doctoral students as mentors and prepare a system in which they can receive advice on research (mentor system). • Opportunities to learn essential knowledge and skills for writing a master's thesis in English, as well as opportunities to have a professional native speaker review your work in English, will be provided. • Through the Student Research Grant, subsidize field work and research expenses for research activities planned by students themselves. • Since 2015, we have been holding international seminars in collaboration with Kyushu University and

	Kumamoto University as part of the JICA Graduate School of Development, where we not only report our research results, but also provide opportunities for information exchange and academic exchange.
3) After return	
Follow-up after completion of JDS	<ul style="list-style-type: none"> • A special program will be used to organize online seminars and on-site seminars to return and implement the latest research results to the development field. We will provide online consulting services such as program evaluation and advice from scientific and academic perspectives to solve development issues and also obtain feedback from students on how they are applying the knowledge they gained in the program after returning home. <p>Information obtained from these program is utilized to improve the quality of our program and make sure that their knowledge and skills are used in the most effective and suitable ways for their work.</p>

Graduate School of Policy Studies, National Graduate Institute for Policy Studies(GRIPS)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Preparing research on public policy	<ul style="list-style-type: none"> • Students should consider, through the curriculum and syllabus of available courses, what courses they will take in order to acquire the basic knowledge necessary to analyze and design public policy. • Research the literature review and data on interesting topics.
Brush up for academic English	<ul style="list-style-type: none"> • Brush up on academic English to be able to take master's courses smoothly in English by reading English documents.
2) During study in Japan	
To obtain professional knowledge in 4 areas	<ul style="list-style-type: none"> • Students acquire more specialized knowledge by selecting courses in one of four concentration areas: Economic Policy, International Development Studies, International Relations, and Public Policy. A wide range of elective courses offers students the opportunity to broaden and/or deepen their knowledge. Practical courses are offered by government officials with extensive experience in actual policy formulation and implementation.

	<ul style="list-style-type: none"> • In the Policy Debate Seminar, students will present their own policy proposals, share their awareness of the issues, and discuss their validity and feasibility. Students will critically analyze the issues and solutions they propose and develop the leadership skills necessary to put them into practice. • Focusing on the country/region of origin of each international student, students will take up a real policy issue and create a research plan on solutions. • By applying the knowledge and techniques learned in basic and applied subjects, and by receiving intensive research guidance from the expert faculty members, students will formulate concrete solutions to policy issues, and the research content is compiled into a Policy Paper (equivalent of a Master's thesis).
Acquisition of practical knowledge	<ul style="list-style-type: none"> • Continuing to hold the GRIPS Forum, inviting leaders from various fields in Japan and abroad (Government officials, politicians, administrators, industry practitioners, researchers, etc) to give lectures and present role models. • "GRIPS Summer Program" is offered in the summer term. Workshops on Academic Writing and topics of students' interest will be delivered. Students will be provided opportunities to participate in field trips to public institutions and companies with the aim of strengthening human networks and expanding the students' perspectives through field surveys. • As special program, Students will be provided opportunities to visit Japanese companies to learn about the Japanese economy and corporate culture, and to reflect on and deepen their understanding of Japan's economic development (to be conducted as a special program). • As special program, An overnight field trip will be planned by GRIPS as a whole as an opportunity to deepen students' understanding of Japanese society and culture through visits to local cities and cultural experiences (to be conducted as a special program).

3) After return	
To build human network	<ul style="list-style-type: none"> • All graduates will join “GRIPS/ GSPS Alumni” which is active as high officials of the government, and students can utilize the strong human network by joining this alumni association. Facebook is used to build an interactive network, which is strengthened by frequent reunions around the world through holding seminars and other events based on the alumni's needs whenever Faculty Members travels abroad. The information on the seminars held in GRIPS will be also shared to alumni, and they can access GRIPS Global Connect as an opportunity for networking and exchange between different years' alumni and current students.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 4 fellows x 4 years = 16 fellows
 From the year 2025 (Until 2027) : 4 fellows, From the year 2026 (Until 2028) : 4 fellows
 From the year 2027 (Until 2029) : 4 fellows, From the year 2028 (Until 2030) : 4 fellows

(7) Inputs from the Kenya 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) Occupation:
 - Must be a civil servant of Kenya and currently employed in the Target Organizations as a permanent and pensionable employee.
 - Required at least 2 (two) years of work experience as public servants.
- 2) Others:
 - Must be a citizen of the Kenya/ Must be in good health, both mentally and physically.
 - Age below 40 years old as of April 1st in the year of admission.
 - Those who have Bachelor's degree.
 - Those who have not acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances.
 - Those who are not currently receiving or planning to receive another scholarship through other

foreign assistances.

- Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Kenya as well as the establishment of amicable relationship with Japan
- Have a good command of English at graduate school level.
- Those who belong to the military or other military-related organizations and/or who are enlisted in the military.
- (Before departure to Japan) Must sign a contract which obliges to work at least three years as a civil or municipal servant in the Kenya upon returning to the country.

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 Kenya2. Target Priority (Sub-Program) Area: Improvement of Administrative Functions3. Operating Committee:
Kenyan Side: State Department for Public Service (SDPS), Ministry of Public Service, Performance and Delivery Management, The National Treasury and Economic Planning
Japanese Side: Embassy of Japan in Kenya, JICA Kenya Office |
|--|

Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

- | |
|--|
| <ol style="list-style-type: none">1. Target Priority (Sub-Program) Area: Improvement of Administrative Functions2. Component: Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management3. Target Organization: Please refer Framework of Acceptance for JDS in Kenya |
|--|

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

<p>The Kenyan government has been engaged in reform through socio-economic growth following the launch of its Vision 2030 long term development plan and promotion of the Big Four agenda encompassing key policy initiatives to be achieved by 2022, vigorously promoting the establishment of economic and social infrastructure that is the foundation of growth. However, with the constant current account deficit and high level of public debt, strengthening of financial management capabilities is an issue, and this issue is also affecting the various projects implemented with the support of development partners. In view of this situation, it is imperative for the Kenyan government to improve the expertise of administrative personnel who will formulate policy and systems in the fields of economics and public finance, and public finance management and undertake effective implementation of related initiatives.</p>

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

<p>Promote sustainable economic and social development is set as basic policy in the "Country Development Cooperation Policies for the Republic of Kenya" which was issued in 2012.</p>

<p>Under the said policies, the government of Japan supports the human resource development of the government officials which would contribute to the capacity development for policy making of the government through the long-term training and training programs in Japan, in the prioritized areas that the government of Kenya set in its national strategy.</p>

<p>In accordance with the said policies for Kenya, JICA supports the human resource development of the government officials who would be crucial for the government to sustainably make and implement the effective and practical policies.</p>

<p>Relevant Projects and Training Programs of JICA Kenya Office:</p>
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【Loan Aid】

- Health Sector Policy Loan for the Attainment of the Universal Health Coverage

【Expert】

- Economic Advisor for Office of the President • Health Sector Policy Advisor

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in the country, through providing opportunities to obtain the Master's degree 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 Kenya.

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of economics and public finance, and public finance management and undertake effective implementation of related initiatives.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of economics and public finance, and public finance management and undertake effective implementation of related initiatives, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

2) Enhancement of the capacity of 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 International Relations (IDP), International University of Japan

3 fellows / year, Total 12 fellows / 4 years

(5) Activity (Example)

Graduate School of International Relations (IDP), International University of Japan

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Prior training before enrollment	<ul style="list-style-type: none">• Prior to enrollment, basic courses on mathematics, statistics, economics, etc. are held locally or in Japan so that students can smoothly advance to the master's program.
2) During study in Japan	
Acquisition of basic knowledge through essential coursework	<ul style="list-style-type: none">• In this program, learning of basic theory and analytical methods is indispensable. Students study microeconomics, macroeconomics, statistics, and econometrics as compulsory course work.• Students will learn how to apply basic theories and analytical techniques to solve the challenges the country is facing as well as related problems. We offer many applied courses that teach how to analyze and quantitatively evaluate the effects of fiscal, monetary and market policies. Examples include: Public

	Finance, Public Finance and Budgeting, Policy Evaluation.
Acquisition of problem-solving skills through writing a master's thesis or research report	<ul style="list-style-type: none"> • Through writing master's theses and research reports, they gain experience in making evidence-based policy recommendations by selecting key issues facing their home country and analyzing the current situation using rigorous statistical methods. • Students will prepare to present their research concisely and accurately in a final oral examination to acquire and improve their presentation and communication skills, which are essential for administrative officers. • An international community of students from more than 50 countries including Africa will be formed on campus. Close interactions with professors and students from various countries, most of whom are government officials and central bankers in developing countries, not only help scholars absorb diverse ideas and values but also allow them to objectively grasp issues relevant to their own country.
Training during the master's program (special lectures, seminars, and field trips)	<p>The following activities will be carried out, mainly through special programs.</p> <ul style="list-style-type: none"> • Inviting external speakers from national and international government and development agencies to conduct seminars and workshops on regional studies and policy implementation. • Conducting fieldwork at Japanese government agencies and private companies to understand the correlation between the knowledge learned in class and practices in the real world..
3) After return	
Post-training after graduation	<ul style="list-style-type: none"> • Conducting post-training and follow-up sessions to continuously improve the knowledge, theory and skills of graduates. • Joint seminars by graduates, current students and trainees of the next academic year are held, and joint researches by supervisors and graduates on the research topic, graduate's interests are continued even after completion.

(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 3 fellows × 4 years = 12 fellows
From the year 2025 (Until 2027) : 3 fellows, From the year 2026 (Until 2028) : 3 fellows
From the year 2027 (Until 2029) : 3 fellows, From the year 2028 (Until 2030) : 3 fellows

(7) Inputs from the Kenya 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) Occupation:
 - Must be a civil servant of Kenya and currently employed in the Target Organizations as a permanent and pensionable employee.
 - Required at least 2 (two) years of work experience as public servants.
- 2) Others:
 - Must be a citizen of the Kenya/ Must be in good health, both mentally and physically.
 - Age below 40 years old as of April 1st in the year of admission.
 - Those who have Bachelor's degree.
 - Those who have not acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances.
 - Those who are not currently receiving or planning to receive another scholarship through other foreign assistances.
 - Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Kenya as well as the establishment of amicable relationship with Japan
 - Have a good command of English at graduate school level.
 - Those who belong to the military or other military-related organizations and/or who are enlisted in the military.
 - (Before departure to Japan) Must sign a contract which obliges to work at least three years as a civil or municipal servant in the Kenya upon returning to the country.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Republic of Kenya
2. Target Priority (Sub-Program) Area: Improvement of Administrative Functions
3. Operating Committee:
Kenyan Side: State Department for Public Service (SDPS), Ministry of Public Service, Performance and Delivery Management, The National Treasury and Economic Planning
Japanese Side: Embassy of Japan in Kenya, JICA Kenya Office

Itemized Table 1-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Improvement of Administrative Functions
2. Component: Capacity Building for Legal Development and Operation
3. Target Organization: Please refer Framework of Acceptance for JDS in Kenya

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

The Kenyan government has been engaged in reform through socio-economic growth following the launch of its Vision 2030 long term development plan and promotion of the Big Four agenda encompassing key policy initiatives to be achieved by 2022. However, in the promotion of various policies including economic and social infrastructure initiatives, there are an increasing number of cases requiring greater expertise in legal affairs on the government side including expertise in the formulation and operation of laws, and other matters. In addition, given the increasing interest in doing business in Kenya in recent years, it is imperative that expertise in business-related legal affairs is also improved. In view of this situation, it is anticipated that the expertise of administrative personnel who will formulate and implement administrative related laws, international laws (business-related, ocean related laws, and others) will be strengthened.

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

Promote sustainable economic and social development is set as basic policy in the "Country Development Cooperation Policies for the Republic of Kenya" which was issued in 2020.

Under the said policies, the government of Japan supports the human resource development of the government officials which would contribute to the capacity development for policy making of the government through the long-term training and training programs in Japan, in the prioritized areas that the government of Kenya set in its national strategy.

In accordance with the said policies for Kenya, JICA supports the human resource development of the government officials who would be crucial for the government to sustainably make and implement the effective and practical policies.

Relevant Projects and Training Programs of JICA Kenya Office:

【Loan Aid】

- Mombasa Special Economic Zone Development Project

【Expert】

- Mombasa Special Economic Zone Advisor

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in the country, through providing opportunities to obtain the Master's degree 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 Kenya.

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of administrative related laws, international laws (business-related, ocean related laws, and others).

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of administrative related laws, international laws (business-related, ocean related laws, and others), improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

2) Enhancement of the capacity of 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 law, Kyushu University

2 fellows / year, Total 8 fellows / 4 years

(5) Activity (Example)

Graduate School of law, Kyushu University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
N/A	N/A
2) During study in Japan	
Acquiring cutting-edge knowledge	Students will acquire cutting-edge knowledge with a focus on the experience of Japan and developed countries, international rules.
Comprehensive knowledge of law formulation and operation	<ul style="list-style-type: none"> • This program focuses on the theme of "Law, Good Governance and Innovation". • This program provide intensive lectures and special lectures by eminent scholars and practitioners, and other lectures and discussions on problem solving.
Enhance of practical and technical knowledge and skills through problem-based education	<ul style="list-style-type: none"> • After arriving in Japan, students will report the results of their pre-entry training to their teachers and second year JDS fellows and engage in a debate.

	<ul style="list-style-type: none"> • Intensive lectures with renowned scholars and experts in various fields will be provided. • Comprehensive academic guidance focusing on reporting on issues, debating and writing papers. • Special lectures are given by practitioners such as lawyers and graduates of international courses, including JDS graduates. • Various lectures and activities for practical education, such as domestic conferences, mock trials and training camps. • Students will be provided opportunities which a native English speaker review their <u>completed</u> master's thesis in English.
3) After return	
Network building	<ul style="list-style-type: none"> • International network between enrolled students and alumni, between alumni in different countries and between all alumni will be built through distribution of JDS activities via SNS, information sharing on JDS activities and workshops with JDS alumni using the online platform.

(6)-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> 1) Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home) 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.) 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)
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(6)-2 Input Duration and the Number of JDS Fellows

<p>1 batch 2 fellows × 4 years = 8 fellows</p> <p>From the year 2025 (Until 2027) : 2 fellows, From the year 2026 (Until 2028) : 2 fellows</p> <p>From the year 2027 (Until 2029) : 2 fellows, From the year 2028 (Until 2030) : 2 fellows</p>
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(7) Inputs from the Kenya 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) Occupation:
 - Must be a civil servant of Kenya and currently employed in the Target Organizations as a permanent and pensionable employee.
 - Required at least 2 (two) years of work experience as public servants.
- 2) Others:
 - Must be a citizen of the Kenya/ Must be in good health, both mentally and physically.
 - Age below 40 years old as of April 1st in the year of admission.
 - Those who have Bachelor's degree. (Possession of a law degree is preferred.)
 - Those who have not acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances.
 - Those who are not currently receiving or planning to receive another scholarship through other foreign assistances.
 - Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Kenya as well as the establishment of amicable relationship with Japan
 - Have a good command of English at graduate school level.
 - Those who belong to the military or other military-related organizations and/or who are enlisted in the military.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Republic of Kenya
2. Target Priority (Sub-Program) Area: Improvement of Administrative Functions
3. Operating Committee:
Kenyan Side: State Department for Public Service (SDPS), Ministry of Public Service, Performance and Delivery Management, The National Treasury and Economic Planning
Japanese Side: Embassy of Japan in Kenya, JICA Kenya Office

Itemized Table 1-4

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Improvement of Administrative Functions
2. Component: Capacity Building for Urban and Regional Development Plans/ Policies
3. Target Organization: Please refer Framework of Acceptance for JDS in Kenya

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

Due to rapid urbanization and urban population growth, Kenya is experiencing problems including an increase in demand for access to water supplies and sanitation services in cities, a worsening of public sanitation due to an increase in the amount of rubbish generated, health problems associated with environmental pollution, and severe traffic congestion due to lack of urban transport. In addition, 80% of the land is arid or semi-arid land (ASAL), and the preservation of environmental resources such as water resources and forests is a critical issue. Response to damage due to droughts which have become even more apparent in recent years due to the effects of global warming has become an urgent issue. Given these circumstances, it is anticipated that the expertise of administrative personnel who will formulate policy and systems in the fields of urban planning and urban infrastructure planning and undertake effective implementation of related initiatives will be strengthened.

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

Promote sustainable economic and social development is set as basic policy in the "Country Development Cooperation Policies for the Republic of Kenya" which was issued in 2012.

Under the said policies, the government of Japan supports the human resource development of the government officials which would contribute to the capacity development for policy making of the government through the long-term training and training programs in Japan, in the prioritized areas that the government of Kenya set in its national strategy.

In accordance with the said policies for Kenya, JICA supports the human resource development of the government officials who would be crucial for the government to sustainably make and implement the effective and practical policies.

Relevant Projects and Training Programs of JICA Kenya Office:

【Loan Aid】

- Mombasa Gate Bridge Construction Project
- Nairobi Viaduct and Road Construction Project

【Grant Aid】

- The Project for Dualling of Nairobi-Dagoretti Corner Road C60/C61

【Expert】

- Transport Policy Adviser

【Technical Cooperation】

- Project for strengthening capacity in Non-Revenue water reduction
- Project for strengthening forestry sector development and community resilience to climate change through sustainable forest management and landscape restoration

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation for urban planning and urban infrastructure planning.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of urban planning and urban infrastructure planning, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

2) Enhancement of the capacity of 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 Global and Regional Studies, Toyo University

3 fellows / year, Total 12 fellows / 4 years

(5) Activity (Example)

Graduate School of Global and Regional Studies, Toyo University

Target	Contents/ Programs to achieve target
1) During study in Japan	
Acquiring the comprehensive knowledge in the specialized field	<ul style="list-style-type: none">•Enhancing expertise in urban and regional planning, transportation, water supply and sanitation, solid waste, environmental management, as well as acquire the skills required for policy-making, planning, implementation, management and evaluation.•Through lectures, students will acquire a wide range of specialized subjects from the perspective of regional development, ranging from engineering to finance, development economics, social welfare.

	<ul style="list-style-type: none"> • Students will be required to take research skills courses and assign Japanese tutors to support their research activities, as there are concerns about their basic academic and research skills.
Acquiring the ability to find problems and propose practical solutions	<ul style="list-style-type: none"> • Students will acquire a comprehensive approach to solving each problem through various methods such as literature review, field research, and statistical analysis. Also, their logical thinking ability is expected to be enhanced through the writing process of a master's thesis. Field visits and/or internships to government agencies and private companies will be incorporated into the research activities to acquire practical knowledge. • The Graduate School has concluded a development graduate cooperation agreement with JICA. Students will receive research guidance where the situation in the country is taken into account from the professors who are researching local area of Kenya and conducting joint research with Jomo Kenyatta University of Agriculture and Engineering (JKUAT).
Acquiring practical and applied skills in the field	<p>The following activities will be carried out through special programs.</p> <ul style="list-style-type: none"> • The main supervisor accompanies the students, provides research guidance in the field, and writes the master's thesis under the supervision of the main supervisor and sub-supervisor. • Observing the sites of transport, water supply, and sanitation facilities and have opportunities to exchange information with the government officers, consulting firms, and infrastructure operators. • Research results, particularly for outstanding students, are published in journals and shared with the organizations students belong. • Providing academic writing support to writing a thesis and opportunities for basic Japanese language education to carry out research.
2) After return	
Follow up Program for returning students	<ul style="list-style-type: none"> • As a special program, seminars are organised for returning students and their organizations to help them solve problems in their actual work after returning.

	<ul style="list-style-type: none"> • University supports students who have completed their Master's program and return to their doctoral program after returning to their home countries.
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(6)-1 Inputs from the Japanese Side

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

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

1 batch 3 fellows x 4 years = 12 fellows
 From the year 2025 (Until 2027) : 3 fellows, From the year 2026 (Until 2028) : 3 fellows
 From the year 2027 (Until 2029) : 3 fellows, From the year 2028 (Until 2030) : 3 fellows

(7) Inputs from the Kenya 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) Occupation:
 - Must be a civil servant of Kenya and currently employed in the Target Organizations as a permanent and pensionable employee.
 - Required at least 2 (two) years of work experience as public servants.
- 2) Others:
 - Must be a citizen of the Kenya/ Must be in good health, both mentally and physically.
 - Age below 40 years old as of April 1st in the year of admission.
 - Those who have Bachelor's degree.
 - Those who have not acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances.
 - Those who are not currently receiving or planning to receive another scholarship through other foreign assistances.
 - Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Kenya as well as the establishment of amicable relationship with Japan
 - Have a good command of English at graduate school level.
 - Those who belong to the military or other military-related organizations and/or who are enlisted in the military.

Overview of Records related to Survey on Target Organizations				
No.	Organization (Ministry, Department)	Comment		
		Field of Needs on Human Resource Development	Advantage of studying abroad and holding Master's Degree/Ph.D. for their work and career path	Number (percentage) of Master's degree / PhD holders Donor's Scholarships Available in the Organization
1	The National Treasury and Economic Planning, State Department for National Treasury	Economic policy, public finance management, national budget formulation, public debt management, government accounting standards, revenue oversight, bilateral/multilateral financial relations, pensions, market competition, insurance, public procurement, investment policy, financial governance, financial systems, national development planning, statistics, census, housing surveys, population policy, economic trends monitoring, SDG implementation, equity promotion.	New networks, culture, perspectives; useful in policy development for organizational growth.	2700 permanent employees. No preferential treatment for studying abroad. Donors include China, Korea (KOICA), Japan, Malaysia, India. Technical support agreements and in-house programs.
2	The National Treasury and Economic Planning, State Department for Economic Planning	Development and implementation of policies for national development, HR and economic development training	Master's and Ph.D. degrees aid in career advancement to job groups P and above, providing a significant edge in professional growth.	Approximately 530 permanent employees (320 economists, 210 support personnel), 100 master's degree holders, 11 Ph.D. holders. No preferential treatment for studying abroad. Sponsorship opportunities are limited.
3	Ministry of Foreign and Diaspora Affairs, State Department for Foreign Affairs	Diplomacy, foreign services, consular services, custody of treaties, bilateral and multilateral agreements. Required knowledge: international relations, economics, cultural and legal knowledge, journalism, sociology, communication skills.	Master's and PhD are useful for entry positions, and are beneficial in that it will deepen knowledge and contribute to works and roles.	1118 permanent employees (629 technical, 489 support); more women than men. Donors include Estonia (9 slots), China (2 slots), Brazil (1 slot), Bangladesh (1 slot).
4	Ministry of Foreign and Diaspora Affairs, State Department for Diaspora Affairs	Promoting dialogue with Kenyans abroad, protecting diaspora rights and welfare, employment and enterprise development, remittance framework, FDI and technology transfers.	Master's and PhD are useful for entry positions, and are beneficial in that it will deepen knowledge and contribute to works and roles.	174 officers; gender balance 50:50. IOM is the only donor for study programs and short courses.

No.	Organization (Ministry, Department)	Comment		
		Field of Needs on Human Resource Development	Advantage of studying abroad and holding Master's Degree/Ph.D. for their work and career path	Number (percentage) of Master's degree / PhD holders Donor's Scholarships Available in the Organization
5	Ministry of Investments, Trade and Industry, State Department of Industry and Investment	Support for economic development through public and private investment, providing a favorable environment for industries, and providing oversight.	PhD useful for career advancement, required at highest management levels.	313 employees; 30% master's degree holders, 4 PhD holders. Donors include China, Korea, UK, India. County secondment possible for up to 6 years.
6	Ministry of Investments, Trade and Industry, State Department for Trade	Capacity building through training; training technical teams that deal with trade.	Utilization of returnees based on the course taken.	342 permanent employees; gender ratio approximately 40:60 (men). Donors include Korea, Malaysia, India, WTO, EU. About 5 sponsorships per year for master's programs.
7	Ministry of Co-Operatives and Micro, Small and Medium Enterprises (MSME) Development, State Department For Micro, Small, And Medium Enterprise	Entrepreneurship, human resources, strategic management, public administration, networking, communications.	Technical or special skills may provide an advantage.	87 permanent employees, potentially rising to 353. Master's holders: 20%, PhD holders: 2%. Donors include China, Korea.
8	Office of Attorney General, Department of Justice	Specialized skills in cyber security, marine and blue economy trafficking, money laundering, ICT and data protection, ADR, and leadership skills.	Exposure, delivery and use of technology, higher networks, domestication of best practices. Placement in positions where skills can be used.	1323 permanent employees; 65%-70% female. No preferential treatment for studying abroad. Opportunities coordinated through the state department of public service. World Bank-sponsored programs for group training.
9	Ministry of Interior and National Administration, State Department for Internal Security	Addressing critical security issues, HR capability development, specialized knowledge in policy development, exposure, and perspective.	A master's degree or Ph.D. provides an edge in career advancement and supports policy development.	Approximately 21,000 permanent employees. No specific number of master's or Ph.D. holders provided. Participates in donor study programs from Korea, UK, China, India, and Germany. No preferential treatment for studying abroad.
10	Ministry of Roads and Transport, State Department of Road	Road design, quality assurance, material tests, consultancy, mechanical inspections, machine hire, TVET training in engineering, construction, driving.	Promotions are competitive and merit-based.	1980 employees; 1383 men, 597 women. Donors include Hungary.

No.	Organization (Ministry, Department)	Comment		
		Field of Needs on Human Resource Development	Advantage of studying abroad and holding Master's Degree/Ph.D. for their work and career path	Number (percentage) of Master's degree / PhD holders Donor's Scholarships Available in the Organization
11	Ministry of Energy and Petroleum	Low-cost power, technology, infrastructure, renewable energy skills, technical training.	Expertise, experience, mindset change, exposure, new ways of thinking.	255 permanent staff; gender ratio 60:40 (male) Donors include KOICA, China, Germany, Denmark, JICA.
12	Ministry of Agriculture and Livestock Development, State Department for Crop Development	Food security, value addition, crop mechanization, training needs analysis.	Exposure, high-level technological advancement.	659 permanent employees; 276 female, 383 male. Age distribution: 35 and under-103; 36 to 50-292; 51 to 55-123; 56 and above-141. Donors include World Bank, China, Korea, Thailand.
13	Ministry of Health, State Department for Medical Services	Clinical care, referral systems, oncology, new diseases, family health, nutrition, prevention, management, leadership.	Prefer master's degrees pursued in Kenya while working.	8517 community health workers. Donors include Japan, UK, South Africa, Russia. No national government employment for medical personnel except interns.
14	Ministry of Water, Sanitation and Irrigation, State Department for Irrigation	Food self-sufficiency through irrigation, ASAL areas, water provision, wetland reclamation, dam construction, boreholes, irrigation from rivers.	Different mindsets, changes in attitude, used in projects.	160 permanent employees; 45% female, 55% male. Donors include Korea, China, India, JICA. No preferential treatment for studying abroad.
15	Ministry of Environment, Climate Change and Forestry, State Department for Climate Change and Environment	Climate change mitigation, atmospheric acidity reduction, environmental management, data management, soil sciences.	Global perspective, Japanese way of doing things, useful in policy divisions or leading divisions.	700 permanent employees; few master's holders, 4-5 PhDs. Donors include World Bank and UNDP.
16	Ministry of Environment, Climate Change and Forestry, State Department for Forestry	Forestry research and development.	PhDs beneficial for KEFRI's research.	85 permanent employees; 37:48 gender ratio (female to male). One PhD holder, sixteen master's degree holders.

No.	Organization (Ministry, Department)	Comment		
		Field of Needs on Human Resource Development	Advantage of studying abroad and holding Master's Degree/Ph.D. for their work and career path	Number (percentage) of Master's degree / PhD holders Donor's Scholarships Available in the Organization
17	Ministry of Lands, Public Works, Housing and Urban Development, State Department for Public Works	Built environment, land acquisition, design, drainage, risk-free operations, new technology, staff shortage, gender balance.	No restrictions on recruiting public officers under 40. The age limit of JDS is appropriate for staff to be promoted.	588 employees; 432 men, 156 women. Donors include China, India, Mauritius.
18	Kenya Revenue Authority	Skills upgrade, technology and gadgets for tax registration and tracking, capacity building, equipment/tools like drones, revenue service assistants. Technical skills in equipment operation, compliance and governance laws, info security, legal and regulatory, cyber security, finance and accounting.	PhD holders typically assigned to management positions, but no policy regarding promotion or salary increase for obtaining qualifications.	Approximately 10,000 permanent employees; 50:50 gender ratio. Other donors: GRIPS through World Bank, EU, World Bank, Korea, Australia, UK, Italy, Egypt, China, Belgium. Training bonding policies in place.
19	Kenya National Bureau of Statistics	Policy analysis, statistical data management, census, economic surveys, public participation, workshops, tool development.	Involvement in public participation, workshops, tool development, consulting.	Offices in all 47 counties. Collaboration with JKUAT and Moi Universities.
20	National Lands Commission	Land management, research, national land policy advice, alternative dispute resolution, natural resource monitoring, land acquisition, compensation.	Technological, management, cultural advancements beneficial.	547 permanent employees; gender ratio 53:47 (female). Donors include Sweden (3 officers in Masters of Urban Planning).
21	National Construction Authority	Regulation of construction industry, contractor registration, skilled worker accreditation, construction site supervision.	Technical skills, analytical skills, research skills, engineering, architecture, quantity surveying.	295 permanent employees, 104 on long-term contracts; gender ratio 40:60 (female). Donors include Korea, Kings, and the United States.
22	National Environment Management Authority	Environmental coordination and supervision, capacity building, staffing, funding.	Master's degree required for principal officer or higher.	409 permanent employees; 247 men, 146 women. Donors include Netherlands and Sweden.

No.	Organization (Ministry, Department)	Comment		
		Field of Needs on Human Resource Development	Advantage of studying abroad and holding Master's Degree/Ph.D. for their work and career path	Number (percentage) of Master's degree / PhD holders Donor's Scholarships Available in the Organization
23	County Government of Nairobi	Urban planning, policy making, built environment, architecture, civil engineering.	PhD in relevant fields beneficial for research and policymaking.	14,000 employees; 35:65 gender ratio (Male: Female). Promotions based on merit, no preferential treatment.
24	County Government of Mombasa (Department of Education)	Early childhood development, vocational training, addressing violent extremism, unemployment, special needs education, teacher-pupil ratio, equipment modernization.	Improved service delivery and better understanding of roles.	Collaboration with KICD, Agakhan Foundation. Involved in policymaking through public participation.
25	Kenya Industrial Research & Development Institute	Research and dissemination, collaboration with agencies, SME training, incubation, manufacturing facility, KEBs marks, follow-ups after incubation.	Master's holders contribute significantly at senior levels.	269 permanent employees; gender ratio 40:60 (male) Donors include Hungary, PASET, Commonwealth, JICA.
26	Kenya Institute for Public Policy Research and Analysis	Policy formulation and analysis, capacity building, networking, policy research, interdisciplinary research, demand-based research.	Master's holders and PhDs involved in policy analysis and research.	96 staff; 55 in research, 41 support. Former staff in high government positions.