

Democratic Socialist Republic of Sri Lanka
Ministry of Finance, Planning and Economic Development
Department of External Resources

Preparatory Survey
on the Project for Human Resource
Development Scholarship
for the South Asia Region
Democratic Socialist
Republic of Sri Lanka

Final Report

May 2025

Japan International Cooperation Agency (JICA)

Japan International Cooperation Center (JICE)

GL
JR
25-012

SUMMARY

1. Summary of the Preparatory Survey

(1) Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in Japanese fiscal year (JFY) 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 was later introduced to other countries as well and has accepted 6,345 fellows from a total of 23 countries since the first intake of fellows in JFY2000 up to JFY2024.

Since JFY2009, the JDS has formulated a four-batch (four years)¹ intake framework based on the Country Assistant Policy of the Japanese government and the development issues and human resource development needs of the target countries and has gradually switched to “the new system” subsequently, which limits to government officers involved in policy formulation and implementation for development issues.

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (JFY2014)² and “JDS Effect Verification” (JFY2019)³ (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the target countries, and proposed future project enforcement policies and strategies. In the JFY2019 basic research, the average degree recipient rate of JDS fellows from all 13 countries surveyed was 98.7%, and the average government officers’ incumbent rate was still high at about 80%. In the questionnaire for JDS returned fellows, it showed that the feeling of familiarity with Japan were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the managerial position 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, in the countries where JDS is being implemented, JDS sets three stages of development that change as the Project continues: 1) response to development issues, 2) response to development issues

¹ A set number of JDS fellows will be accepted each year for four years.

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

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

and Japan’s national interest, and 3) expectations for diplomatic effectiveness. The focus of the target organization and the human resources should be shifted according to each stage.

The government of the Democratic Socialist Republic of Sri Lanka (hereinafter referred to as “Sri Lanka”) has now requested the Japanese government to develop a plan for accepting JDS fellows for the four batches of the Project, starting from JFY2026. In response to the request from the Sri Lankan government, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the Project and properly reflecting the Japan’s policy of economic cooperation to Sri Lanka, relevant JICA programs, etc. in the formulation of the Project based upon the needs of the government of Sri Lanka.

(2) Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Sri Lanka and needs for human resource development and formulate a framework for the next four batches starting from JFY2026 to JFY2029 (4 years).
- To formulate a draft basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the Project.

(3) Method of the Survey

This preparatory survey was carried out through literature research, interviews, etc.

- November 2024 to February 2025 : Field Survey
 - Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government’s Country Assistance Policy for Sri Lanka and development needs of Sri Lanka
 - Confirming the implementation structure of the Project
 - Selecting accepting universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
- December 2024 : Estimating the Project scale

(4) Results of the Survey

① Project Design for JDS project in Sri Lanka

In the discussions with the Sri Lankan government in December 2024, priority areas (Sub-Programs), development issues (Components), and accepting universities for the JDS Project in Sri Lanka were decided as shown in the table below.

However, following the Japan’s financial implementation meeting held in March 2025, it was decided that the maximum number of master’s course fellows for the fifth phase would be 15.

Framework for the JDS Project in Sri Lanka (JFY2026~JFY2029)
(Maximum of 15 JDS Fellows)

Sub-Program	Component (JDS Development Issue)		Accepting Universities	Graduate School
1. Building a Strong Base for Inclusive and Sustained Economic Growth	1-1 Public Policy Studies	1-1-1 Public Policy Studies	International University of Japan	Graduate School of International Relations (GSIR) / Public Management and Policy Analysis Program (PMPP)
			Meiji University	Graduate School of Governance Studies (English Track)
			University of Tsukuba	Graduate School of Science and Technology/ Master's Program in Environmental Sciences/ SUSTEP Program
		1-1-2 International Relations and International Development	Nagoya University	Graduate School of International Development, Department of International Development Cooperation
	1-2 Economics	1-2-1 Macroeconomics Studies	Kobe University	Graduate School of International Cooperation Studies/ Special Course for Development Policy
			Hiroshima University	Graduate School of Humanities and Social Sciences Division of Humanities and Social Sciences International Economic Development Program (IEconDP), Graduate School of Innovation and Practice for Smart Society Social Innovation Science (SIS)
		1-2-2 Public Finance and Investment Management	Nagoya University	Graduate School of International Development
		1-2-3 Industry Development Policy and Investment Promotion	International University of Japan	Graduate School of International Management (GSIM) MBA Program Japan-Global Development Program

In addition, regarding the number of doctoral fellows to be accepted, during the discussion with the Sri Lankan government in December 2024, it was proposed and agreed with the Sri Lankan side to accept up to one fellow each year in the next phase, separate from the master's program fellows. However, during the financial implementation meeting held in March 2025, it was decided that the number of fellows to be accepted in the fifth phase would be zero.

② Target Organization

Agreement was made with the government of Sri Lanka that the target organizations and groups confirmed at the first Operating Committee meeting in 2024 will continue to be targeted in the program. In addition, it was also agreed that the target organizations and groups will be reviewed at the first Operating Committee meeting every year if there is any desire to change them.

③ Operating Committee Members

The implementation structure, functions and roles of the Operating Committee were reconfirmed in the discussions during the first preparatory survey, and it was agreed that the Operating Committee will be composed of Sri Lankan members (Ministry of Finance, Planning and Economic Development (ERD), Ministry of Public Administration, Provincial Councils and Local Government, Ministry of Education, Higher and Vocational Education, Public Service Commission(PSC)) and Japanese members (Embassy of Japan in Sri Lanka, JICA Sri Lanka Office), as in the fourth phase, and will discuss and decide on the implementation and operation of the JDS Project, as shown in the table below.

JDS Sri Lanka Operating Committee members

Country	Role	Member
Sri Lanka	Chair	Ministry of Finance, Planning and Economic Development, Department of External Resources (ERD)
	Member	Ministry of Public Administration, Provincial Councils and Local Government
	Member	Ministry of Education, Higher Education and Vocational Education
	Member	Public Services Commission (PSC)
Japan	Member	Embassy of Japan in Sri Lanka
	Member	JICA Sri Lanka Office

④ Evaluation of Relevance of the JDS Project

In the light of Sri Lanka’s development plans and the current situation and challenges of the public sectors, the survey team analyzed the consistency of the JDS Project with Sri Lanka’s development plans.

A new cabinet was formed in November 2024, and President Anura Kumara Dissanayake (hereinafter referred to as President Dissanayake) announced a policy to promote economic growth by increasing domestic production of goods and services and equalizing economic benefits in his speech after the new cabinet was formed. The policy goals consist of providing efficient public services, managing the economy in line with the conditions agreed with the IMF, and introducing a new economic strategy, and the development issues of the JDS Project are consistent with Sri Lanka’s needs.

In the Country Assistance Policy for Sri Lanka formulated in January 2018, the basic policy for assistance is “Promoting Quality, Inclusive Growth” as the major goal, and three areas (“Promoting Quality Growth,” “Development Cooperation for Inclusive Growth,” and “Mitigating Vulnerability”) are set as priority areas for assistance. “Rolling Plan for Sri Lanka (August 2022)⁴” also analyzes the direction of cooperation in accordance with the plan, and this Project is positioned as a project to develop core human resources to address the development issue of “Economic Infrastructure Development for Growth,” and is consistent with the

⁴ Ministry of Foreign Affairs in Japan, The Project Development Plan for Sri Lanka (August 2022) (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/000072264.pdf>) (Reference as of April 8, 2025)

cooperation policies of Japan and JICA.

The priority areas and development issues of the JDS are set in line with the Country Assistance Policy of Japanese government and JICA for Sri Lanka and are highly coherent.

As described above, the JDS Project aims to develop human resources who will be responsible for nation-building in the target countries and is a project that contributes to achieving the goals of Sri Lanka's medium-term and long-term national development plan. In addition, it is highly consistent with the Country Assistance Policy of Japanese government for Sri Lanka and complements technical cooperation and ODA Loans, etc. in the cooperation programs for Sri Lanka for greater synergy.

2. Recommendations

Issues and recommendations obtained in this preparatory survey are as follows.

(1) How to Evaluate the Outcomes of the JDS in Sri Lanka

Regarding the method of evaluating the outcomes of the JDS in Sri Lanka, the survey team considered an evaluation method suitable for Sri Lanka, since the public service system (All Island Service) in Sri Lanka is different from that of other countries. As a result of the consideration, for example, since the responsibilities of government officers within the service categories such as SLAS (Sri Lanka Administrative Service) do not change significantly even if they change ministries and agencies to which they belong. Therefore, when qualitatively investigating the results of JDS returned fellows, not only the traditional evaluation method of evaluating the utilization of research results after returning to their affiliation and contribution to development issues in Sri Lanka, but also an evaluation method of evaluating whether they fulfill their responsibilities within their service categories like SLAS within the government after returning home would be more appropriate in Sri Lanka.

(2) Critical Mass

Looking at JDS fellows by service category, 73% of JDS fellows are in the three service categories (SLAS, SLPS, and SLAcS), which are elite government officers responsible for policy formulation. This can be said that the recruitment efforts have been successful in clearly defining the targets and focusing on ministries and agencies that employ a large number of government officers in these service categories. Until now, the target has been government officers and some semi-government⁵ employees, but in order to form the critical mass further, it would be a good idea to narrow the target to SLAS, SLPS, and SLAcS officers, which are service categories that directly contribute to the economy and public policy fields and strengthening bilateral relations.

⁵ Semi-Government: Government-related organizations other than government ministries and agencies, such as state-owned enterprises.

(3) Further Improvement in the Ratio of Positions Held by JDS Returned Fellows

In Sri Lanka, SLAS are considered to be even more elite among the elite government officers, and in fact, all JDS returned fellows who are currently promoted to the Special Grade were SLAS officers. In addition, in terms of the percentage of the Special Grade posts by service category, SLAS officers occupied more than 60% of the positions in the five service categories listed in table 5 in the main text. From this, it can be assumed that SLAS officers have a high probability of being promoted among government officers. Therefore, one attempt to further increase the percentage of the Special Grade held by JDS returned fellows would be to target SLAS officers, which have a high probability of being promoted to the Special Grade.

(4) Follow-up for JDS Returned Fellows

① Utilization of Knowledge Gained in Japan

With regard to personnel matters within the Sri Lankan government, it is likely to be difficult for the Sri Lankan Operating Committee members to respond to and adjust all of the opinions from the Japanese side as desired. However, it is important for the Japanese side to encourage the Sri Lankan side to make effective use of JDS returned fellows, which may lead to their being considered for use in the current Sri Lankan personnel system.

② Alumni Activities

At the strong request of the Sri Lankan and Japanese governments, the JDS Alumni Association was launched in March 2024. The alumni association plans to hold events once a year in Colombo, but it is also important to consider activities in the local areas, such as holding alumni meetings at promotion seminars in the local areas, rather than concentrating activities in Colombo, and to follow up by involving JDS returned fellows in other projects and activities implemented by the JICA Sri Lanka office in the local areas.

(5) Initiatives to Promote Gender Equality

The survey team conducted a survey on gender-related policies and human resource development policies in the personnel affairs of the Sri Lankan government officers, as well as various data by gender. In Sri Lanka, the ratio of female government officers is high, and the female participation rate in the JDS Project is also high, averaging 76% in the past three years of the fourth phase of the JDS Project.

However, the proportion of female government officers at the secretary level or above is lower than that of male government officers overall. In the Special Grade level, which is a position of Director General or above, there are more male officers than female, with female officers making up about 40% of the total. In order to support female JDS returned fellows in taking up positions of director general or above, it is necessary to promote appropriate efforts to promote gender equality in the JDS Project (implementing training during their stay in Japan, and supporting their career development, promotion, and networking of female government officers after their return).

CONTENTS

SUMMARY	i
Chapter 1. Background of the Project for Human Resource Development Scholarship (JDS)	1
1-1. Present Situation and Issues of the JDS Project.....	1
1-2. Background of the Project.....	9
1-3. Government Officers' Career Path and the Status of Human Resources Development.....	9
1-4. Trends of the Japan's ODA to Sri Lanka.....	18
1-5. Trend of Other Development Partners (Donor's) Aid.....	27
1-6. Needs for Human Resource Development in Target Organization	31
Chapter 2. Contents of the JDS Project	37
2-1. Overview of JDS Project.....	37
2-2. Obligations of Recipient Country	47
2-3. JDS Project Implementation Schedule.....	48
2-4. Effective Recruitment and Selection Method	49
2-5. Pre-Departure and Post-Arrival Orientation, Enrichment/ Value-added Program and Special Program.....	52
2-6. Monitoring, Guidance and Counseling	57
2-7. Follow-up Activities.....	58
Chapter 3. Verification of the appropriateness and effectiveness of JDS Project	62
3-1. Relevance between JDS Project and Development Issues/ Country Assistance Policy.....	62
3-2. Expected Effect of JDS Project.....	64
3-3. Comparison with Other Scholarship Programs Provided by Other Donors.....	65
3-4. Data Related to Project Evaluation Indicator (Indicators Related to the Outcomes and Impact of JDS).....	70
3-5. Evaluation of the Past JDS Project (Survey on the Status of Project Outcomes on JDS Returned Fellows).....	71
3-6. Issues and Recommendations	79

[Appendix]

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 the JDS Project in Sri Lanka (Draft)
6. Basic Plan for the Target Priority Areas (Draft)
7. Summary of the Result of Supplementary Survey on Target Organizations
8. Good Practices by JDS Returned Fellows in Sri Lanka

LIST OF ABBREVIATIONS

Abbreviation	Description
ADB	Asian Development Bank
BOI	Board of Investment of Sri Lanka
CSO	Civil Society Organization
DAC	Development Assistance Committee
E/N	Exchange of Notes
ERD	Ministry of Finance, Department of External Resources
FAT	Free Trade Agreement
G/A	Grant Agreement
GCE	General Certificate of Education
GDP	Gross Domestic Product
GNI	Gross National Income
GIS	Geographic Information System
ICT	Information and Communication Technology
IELTS	International English Language Testing System
IMF	International Monetary Fund
JAGAAS	Japanese Graduates' Alumni Association of Sri Lanka
JASSO	Japan Student Services Organization
JCP	JICA Collaboration Program
JDS	The Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
JOCV	Japan Overseas Cooperation Volunteer
KOICA	Korea International Cooperation Agency
MBA	Master of Business Administration
M/D	Minutes of Discussion
MEXT	Ministry of Education, Culture, Sports, Science and Technology of Japan
MOFCOM	The Ministry of Commerce of the People's Republic of China
NBRO	National Building Research Organization
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PSC	Public Service Commission
SDGs	Sustainable Development Goals
SLAS	Sri Lanka Administrative Service
SLAcS	Sri Lanka Accountant's Service
SLFS	Sri Lanka Foreign Service
SLIDA	The Sri Lanka Institute of Development Administration
SLPS	Sri Lanka Planning Service
SNS	Social Networking Services
UNFPA	United Nations Population Fund
YLP	Young Leaders Program

Remarks:

In this report, JDS Project before introduction of the new system (a system which accepts 4-batch fellows under the same field, Target Organization and Accepting University) is mentioned as “JDS old system.” In addition, the preparatory survey conducted in 2009 and the acceptance of JDS fellows for the subsequent four batches are classified as “the first phase,” “the second phase,” “the third phase,” and “the fourth phase.”

The JDS old system was established in 1999 as the “Japanese Grant Aid for Human Resource Development Scholarship” by the Ministry of Foreign Affairs to support the transition to a market economy and began accepting fellows from Laos and Uzbekistan in 2000. Initially, not only government officers but also civilians were eligible for the scholarship, but in 2008, JICA became the implementing agency of JDS Project and the new system was introduced, with government officers being the main target of the scholarship.

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

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

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a Grant Aid Project conducted by Japan International Cooperation Agency (hereinafter referred to as “JICA”) that provides scholarships to international students from partner governments. It was established in fiscal year (JFY) 1999 under the Japanese government’s “100,000 International Students Plan.” The purpose of the JDS Project is that “young government officers and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain master’s degrees and 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 6,345 international students from a total of 23 countries since the first intake of international students in JFY2000 up to JFY2024.

Although the original target countries of the JDS Project were transition market economies in Asia, they were expanded later to other Asian countries such as the Philippines. Afterwards, the Project expanded to Ghana in Africa in JFY2012, to El Salvador in Latin America in JFY2021, and Ukraine in JFY2024. At present, it covers 21 countries, excluding Indonesia and China. Indonesia left the JDS Project in JFY2006, when scholarships through the Japanese ODA Loans began to be coursed, and China left the JDS Project with the last JDS fellows from China accepted in JFY2012⁶.

⁶ After its termination as ODA Grant Aid, the project has been continuing under the budget of the Ministry of Foreign Affairs of Japan as the “Long-term Development Support Program for Young Chinese Government Officials (JDS China).”

Table 1 Number of JDS Fellows Dispatched (2000-2024) (Unit: Person)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	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	16	434
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	22	530
Cambodia	-	20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	26	26	26	25	573
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	30	857
Mongolia	-	-	20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	22	22	22	16	16	16	16	16	432
Bangladesh	-	-	29	19	20	20	20	20	20	15	15	15	15	15	25	30	30	33	33	32	33	33	33	33	33	558
Myanmar	-	-	14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	48	48	48	48	43	0	0	0	648
China	-	-	-	42	43	41	43	47	47	48	45	39	35	-	-	-	-	-	-	-	-	-	-	-	-	430
Philippines	-	-	-	19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	21	21	21	17	20	20	20	459
Indonesia	-	-	-	30	30	30	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120
Kyrgyz	-	-	-	-	-	-	-	20	20	18	14	14	15	15	15	15	15	15	15	19	20	18	20	19	20	307
Tajikistan	-	-	-	-	-	-	-	-	-	3	5	5	5	5	5	5	5	8	8	8	13	15	16	15	15	136
Sri Lanka	-	-	-	-	-	-	-	-	-	-	15	15	15	15	15	15	15	15	17	17	17	17	17	17	15	237
Ghana	-	-	-	-	-	-	-	-	-	-	-	5	5	5	5	10	10	10	10	10	13	13	13	13	13	130
Nepal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	20	20	20	22	21	21	22	22	188
Timor-Leste	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	8	8	7	7	8	46
Pakistan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17	16	18	16	17	17	101
Bhutan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	10	9	9	5	8	51
Maldives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	6	4	5	21
Kenya	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	9	12	13	44
El Salvador	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	7	7	7	28
Senegal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	8	13
Ukraine	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2
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	315	6,345


At first, intake plans for the academic fields were made each year and human resources from both public and private sectors were accepted. Since JFY2009, the Project was gradually switched to “the new system” subsequently. In this system, an intake framework in four batches is planned, based on the Country Assistance Policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, the target of the Project is limited to government officers who are involved in the formulation and implementation of policy in development issues. This system endeavors to select and focus Japanese government development aid through the JDS Project by accepting international students in four batches in the same target area and from the same target organizations and assigning them to the same accepting universities. The system aims to form a “critical mass” with a group of JDS returned fellows in each government ministry and agency, so that JDS fellows will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting universities for four years, the system plans to form networks between related organizations in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

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

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (JFY2014) and “JDS Effect Verification” (JFY2019) (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the

target countries⁷, and proposed future JDS Project enforcement policies and strategies. In the JFY2019 basic research, the average degree recipient rate of JDS fellows from all 13 countries surveyed was 98.7%, and the average government officers' incumbent rate was still high at about 80%. In the questionnaire for JDS returned fellows, it showed that the familiarity with Japan were deepened through JDS Project, 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 managerial position rate has increased in 9 out of 11 countries since the last basic research confirms that the rate improvement relates to the continuity of JDS Project in those countries. On the other hand, based on the intensifying competition with other donors, such as Australia, South Korea and China, the future directions of JDS Project were proposed as follows: 1) target clarification, 2) selection strategy, 3) increasing additional value, and 4) branding.

Table 2 Recommendations from JICA Basic Research 2019 (source: JICA)

Recommendation	Specific Measure	
Target clarification	<ul style="list-style-type: none"> ● Role allocation with other JICA scholarship programs 	
Selection strategy	<ul style="list-style-type: none"> ● Setting special selection capacity 	
Increasing Additional Value  Branding	Basic project framework	<ul style="list-style-type: none"> ● Setting 1-year course ● Expansion of target candidates to the middle-aged group (reduced age requirements)
	Pre-arrival program	<ul style="list-style-type: none"> ● 3-month Japanese language training
	Program during study in Japan	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● Redesigning brochures ● Introducing web applications

Based on the proposal from the basic research, JDS Project is expected to not only contribute to the development issues of the country, but also to strengthening bilateral relations between Japan and the country and have a diplomatic effect. For this reason, a careful project description differentiating it from other scholarship schemes and an evaluation indicator for strengthening bilateral relations at the time of selection were additionally introduced from JFY2021. Specifically, 1) Carefully explain to potential candidates that they are expected to strengthen bilateral relations (especially diplomatic contributions) after returning to their home countries through promotion seminars, Send-off Reception, Report Meeting, and regular alumni association activities. 2) Ask

⁷ The JFY2014 basic research was conducted in 11 countries except Ghana, which was excluded because its first JDS fellows had only just returned to the country. The JFY2019 basic research was conducted in 13 countries. Timor-Leste, Pakistan and Bhutan were excluded because they did not have any graduated fellows.

questions on contribution to strengthening bilateral relations between Japan and the country on the application documents and during the selection process.

In addition, the overall achievement of the JDS Project has been evaluated based on the conventional quantitative outcome indicators of “degree recipient rate,” “government officers’ incumbent rate,” and “managerial position rate” on a country-by-country basis, but in recent years there have been calls for the establishment of further outcome indicators to make the country-by-country results more visible. In addition to these quantitative outcome indicators, the basic research proposed the subdivision of the types of the Project outcomes and examination of which outcome indicators, data, information, and analytical methods would be useful in showing the actual status of the effects of the Project, depending on the circumstances of the target countries.

1-1-3. Socio-Economic Situation and Situation of Higher Education

(1) Socio-Economic Situation⁸

The Island of Ceylon, the land of Sri Lanka, is located on the Indian Ocean in the southeast of the Indian subcontinent, facing the Arabian Sea in the west and the Bay of Bengal in the east. The northern area of the island is mostly flat, and the southern area is mountainous. The land area is approximately 65,600 square kilometers (80% of Hokkaido’s land area). The population is approximately 22.04 million (2023), Sinhalese account for 74.9%, Tamils 15.3%, and Sri Lankan Moors 9.3%. Buddhists account for 70.1% of the population, Hindus 12.0%, Muslims 9.7%, and Roman Catholics 7.6%.

In Sri Lanka, for more than 25 years since 1983, the Liberation Tigers of Tamil Eelam (LTTE), an anti-government armed group made up of minority Tamil people living mainly in the north and east of the country, was active in an attempt to achieve independence for the north and east and was in a state of conflict with the government, until government forces defeated the LTTE in

Sri Lanka Economic Outlook

- GDP: 77.1 billion USD (2022, Central Bank of Sri Lanka)
- GDP per capita: 3,474 USD (2022, Central Bank of Sri Lanka)
- GDP growth rate: -7.8% (2022)
- Major Industry: Agriculture (tea, rubber, coconut, rice), Textile Industries

(Source: Ministry of Foreign Affairs of Japan)

May 2009, bringing the conflict to an end. Following the easter bombings and major policy changes in 2019, Sri Lanka’s economic situation gradually deteriorated. After the spread of Covid-19, the country’s main industry, tourism, declined, overseas remittances also declined, and the country’s foreign exchange reserves at the end of April 2022 were approximately \$1.6 billion (less than one month of import coverage). The shortage of foreign currency made it difficult to import and supply fuel, medicine, food, and other necessities. Demonstrations calling for the

⁸ A summary of basic data about the Democratic Socialist Republic of Sri Lanka (Ministry of Foreign Affairs). (<https://www.mofa.go.jp/mofaj/area/srilanka/data.html>)(Reference as of February 14, 2025)

president's resignation continued throughout the country from the end of March 2022, President Gotabaya Rajapaksa resigned in July and Prime Minister Ranil Wickremesinghe was elected as the new President.

With the end of the term of President Wickremesinghe, presidential elections were held on September 21, 2024. Anura Kumara Dissanayake, leader of the People's Liberation Front (JVP) / the National People's Power (NPP), won the election to become president on September 23. On the evening of September 24, parliament was dissolved, and parliamentary elections were held on November 14. As a result, the National People's Power (NPP) won 159 seats (225 seats are fixed seats), securing more than two-thirds of the total number of seats.

The Sri Lankan economy achieved a record high of 9.1% economic growth in 2012, driven by demand for reconstruction following the end of the conflict and revitalization of economic activity. The number of tourists reached 2.33 million in 2018, and since then growth has remained stable at around 3-5%. However, in 2019, the economic growth rate was negative 0.2%, due in part to the impact of the easter bombings. In 2020, the country experienced negative growth of 3.5%, due to stagnant economic activity caused by the repeated curfews imposed by the spread of the new coronavirus infection, a significant decrease in the number of tourists (-73.5% from the previous year), and a decline in remittances from overseas workers. 2021 saw a rebound and growth of 3.3%, but the number of tourists remained stagnant, falling 62% from the previous year to just 190,000. In 2023, the number of tourists recovered to about 1.49 million, but GDP growth was -3.3% and GDP per capita was \$3,828⁹.

The economy has been recovering since the second half of 2023, and the Central Bank of Sri Lanka released its 2023 Annual Economic Report on April 25, 2024, in which the ministry said that thanks to policies and structural reforms led by the government and the central bank, macroeconomic stability has been largely restored and the country is gradually recovering from the 2022 economic crisis, which was the worst recession since independence in 1948. Inflation based on the consumer price index settled into single digits at the end of 2023, and real GDP growth turned positive in the second half of 2023, bringing an end to the recession. There were also signs of correction in the long-term fiscal and current account deficits that were the cause of the economic downturn, with the primary balance and current account turning into surpluses in 2023¹⁰.

The Sri Lankan government is working on expenditure and revenue reforms, state-owned enterprise reforms, and debt restructuring, in addition to addressing current inflation and securing food, fuel, and other necessities. Regarding Sri Lanka's debt restructuring, in October 2023, the Export-Import Bank of China announced a tentative agreement with the Sri Lankan government,

⁹ World Bank Sri Lanka Overview (<https://data.worldbank.org/country/sri-lanka?view=chart>) (Reference as of February 14, 2025)

¹⁰ Business Brief: Central Bank Predicts Economic Growth Rate of 3.0% in 2024 May 2024 (JETRO) (<https://www.jetro.go.jp/biznews/2024/05/cbeb63f32f03c93e.html>)(Reference as of February 14, 2025)

and in November 2023, a basic agreement on debt restructuring was reached between the Official Creditors Committee (OCC) and the Sri Lankan government. On July 23, 2024, the signing of a Memorandum of Understanding on debt restructuring between the Official Creditors Committee and the Sri Lankan government was completed¹¹. Since taking office, President Dissanayake has shown his commitment to adhere to the general framework of the international agreement, and in his inaugural address on September 25, 2024, he stated that he immediately initiates discussions with the IMF, proceed with related activities under the IMF's financial assistance program and expedite debt restructuring negotiations with external creditors.

(2) Situation of Higher Education

In Sri Lanka, schooling starts at the age of five, one year earlier than in Japan, and is compulsory for a total of 11 years: five years of primary education, four years of lower secondary education, and two years of upper secondary education. In the United Kingdom and its former colonies and etc., the GCE (General Certificate of Education) examination is administered. There are two levels: O (Ordinary), which is the high school graduation level, and A (Advance), which is required for university entrance examinations. Upon graduation from upper secondary school (11th grade), students take the O level exam and if they pass, they are admitted to the Collegiate, a College Preparatory Program. Upon completion of the same school, students take and pass the A-level examination and are admitted to the University, where each university selects students according to their scores. Public schools are free of charge from elementary school through university¹².

Enrollment at each level of education remained flat at 96% in 2022 against 98% in 2017 for lower secondary education but declined from 93% in 2017 to 83% in 2022 for upper secondary education and increased slightly from 18% in 2016 to 23% in 2022 for higher education¹³.

In 2022, there were approximately 131,000 students enrolled in universities (undergraduate) and about 51,000 students enrolled in graduate schools (master's program 58.8%, Post Graduate Diploma 24%, M.D. 6.9%, MPhil 7.4%, doctoral program 2.9%).

In 2022, 10,348 people completed graduate school (Master's Program 72.3%, Post Graduate Diploma 9.5%, M.D. 4.5%, MPhil 1.9%, Doctoral Program 1.7%, etc.), of which 5,599 (54%) was women, and the number of women was higher than men along with those who completed university. The fields in which more than 60% of the graduates are women are in Humanities (61%), Education (64%), Veterinary Medicine (66%), Architecture (60%), and Folk Healing

¹¹ Sri Lanka Basic data (Ministry of Foreign Affairs) (<https://www.mofa.go.jp/mofaj/area/srilanka/data.html>) (Reference as of February 14, 2025)

¹² Guidebook to education systems and school cultures in each country (JICA Yokohama) (https://www.jica.go.jp/domestic/yokohama/information/topics/2023/_icsFiles/afieldfile/2024/04/08/06_srilanka.pdf) (Reference as of February 14, 2025)

¹³ The UNESCO Institute for Statistics (UIS) (<https://databrowser.uis.unesco.org/>) (Reference as of February 14, 2025)

(69%)¹⁴.

Table 3 Number of Students Enrolled in Undergraduate and Graduate Schools in 2022

Undergraduate School	Number of enrolled students	Number of graduates		
		Female (people)	Total (people)	Female percentage (%)
Humanities	33916	8743	10553	83%
Education	364	296	353	84%
Business Management	26434	5022	7232	69%
Law	1718	125	379	33%
Medicine	8233	749	1278	59%
Dentistry	494	54	72	75%
Veterinary Medicine	345	42	64	66%
Agriculture	6794	783	1209	65%
Engineering	9138	459	1603	29%
Architecture	1939	199	334	60%
Computer Science	6942	683	1425	48%
Medicine Related Science	3789	676	801	84%
Science	17513	1948	3314	59%
Folk Healing	2273	231	291	79%
Technology	11321	641	1421	45%
Total (people)	131213	20651	30329	68%

Graduate School	Number of enrolled students	Number of graduates		
		Female (people)	Total (people)	Female percentage (%)
Humanities	8192	1595	2613	61%
Education	9024	715	1113	64%
Business Management	12455	1491	3123	48%
Law	812	245	418	59%
Medicine/Dentistry	4635	489	898	54%
Veterinary Medicine	195	38	58	66%
Agriculture	2057	132	232	57%
Engineering	5413	143	570	25%
Architecture	776	39	65	60%
Science/IT	7180	667	1193	56%
Folk Healing	316	45	65	69%
Medicine Related Science	108	-	-	-
Technology	145	-	-	-
Total (people)	51308	5599	10348	54%

The organizational structure of the higher education sector shows that 17 universities and 19 institutions of higher education are under the direct supervision of the University Grants Commission, the highest authority functioning under the Ministry of Education, Higher Education and Vocational Education. Other institutions include government-affiliated universities established under an Act of Parliament, and accredited institutions whose purpose is to award degrees in connection with the granting of specific degrees¹⁵. In 2022, 44% of the students who sat the General Certificate of Education (GCE/A-level examinations) were deemed eligible for admission, and 14% of them were admitted to university. Note that university enrollment is still very narrow, down from 62.9% and 19.1% in 2019 respectively. The situation in higher education is more serious than in primary and secondary education, where both the capacity and quality of services available at universities and centers for capacity building and training are major economic, political, and social problems. In addition, the structurally high level of unemployment among educated youth, the worsening social conditions, and the growing insecurity among young people clearly indicate the need to push forward educational reform without further delay.

A key elements of education reform include opening up education, including higher education, to the private sector while ensuring that the public sector has sufficient resources to provide education in a competitive market environment. Although government spending on education as a percentage of GDP is expected to increase slightly from 1.9% in 2019 to 2.22% in 2023, this is still a low percentage compared to other countries¹⁶. The number of international students is

¹⁴ University Grants Commission, Sri Lanka University Statistics 2022 (https://ugc.ac.lk/index.php?option=com_content&view=article&id=2490%3Asri-lanka-university-statistics-2022&catid=55%3Areports&Itemid=42&lang=en) (Reference as of February 14, 2025)

¹⁵ Annual performance report 2022(Ministry of Higher Education) (https://mohe.gov.lk/images/pdf/English_1_compressed.pdf) (Reference as of February 14, 2025)

¹⁶ Annual report 2023(Central Bank of Sri Lanka) (<https://www.cbsl.gov.lk/en/publications/economic-and-financial-reports/annual-reports/annual-report-2003>) (Reference as of February 14, 2025)

expected to be 31,000 in 2022, accounting for 7.8% of the total number of students enrolled in higher education institutions, a high level compared to other countries¹⁷.

1-1-4. Development Plan¹⁸

A new cabinet was inaugurated in Sri Lanka on November 18, 2024, and the National People's Power (NPP), led by President Dissanayake, won more than two-thirds of the seats in the parliamentary elections on November 14, consolidating its power base.

On November 21, 2024, President Dissanayake delivered a speech to the National Assembly on future political management and economic policies, indicating his intention to achieve economic growth by increasing domestic production of goods and services and equalizing economic benefits.

The main points of the specific policy objectives are as follows.

- Restoring the Dignity of Parliament. Efficient delivery of public services that prioritize the wellbeing of citizens (physical health, mental health, and good social conditions, all of which are fulfilled).
- Management of the economy in line with the parameters agreed with the IMF.
- Conclusion of process on agreements with regard to international sovereign bonds and commercial market debt by the end of December 2024.
- Introducing a new economic strategy based on expanding domestic production of goods and services and equitable distribution of economic benefits.
- Rapid development of tourism and information technology (IT). Specifically, in tourism, the goal is 4 million tourists and \$8 billion economy within 3 to 4 years. In the IT field, letting the current 85,000 IT professionals increase to 200,000 within 5 years, and the value of IT exports increase from the current amount approximately \$1.2 billion to \$5 billion.
- Strengthening the function of the port as a maritime hub for trade and maritime transportation through efficient operation of the port.
- Increase the value addition in mineral industry with support from the private sector.

Regarding the diplomatic policies, President Dissanayake is aiming for a diplomatic stance that strikes a balance with all countries toward the acceptance of aid, and he has followed Wickramasinghe's lead in maintaining good relations with Japan, which has led the debt

¹⁷ The UNESCO Institute for Statistics (UIS) (<https://databrowser.uis.unesco.org/>) (Reference as of February 14, 2025)

¹⁸ Business Tanshin, November 29, 2024 (JETRO) (<https://www.jetro.go.jp/biznews/2024/11/5699e4b90e9223f1.html>) (Reference as of February 21, 2025)

restructuring negotiations¹⁹. “The Comprehensive Partnership between Japan and Sri Lanka” is expected to be further deepened and expanded.

1-2. Background of the Project

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

The Country Assistance Policy for Sri Lanka of the Government of Japan (January 2018) established three priority areas (“Promoting Quality Growth,” “Development Cooperation for Inclusive Growth”, and “Mitigating Vulnerability”), and human development in these areas was encouraged. “Rolling Plan for Sri Lanka (August 2022)²⁰” also analyzes the direction of cooperation in accordance with the plan, and JDS Project is positioned as the one to develop core human resources to address the development issue of “Economic Infrastructure Development for Growth” which is consistent with the Country Assistance Policy for Sri Lanka of Japan and JICA.

Based on the above background, the Sri Lankan government has now requested the Japanese government to develop a plan for accepting JDS fellows for the four batches of the Project, starting from JFY2026. It is expected that the human resources development of government officers through JDS Project will contribute to strengthening administrative organizations and resolving development issues.

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

1-3-1. Administrative System and Public Service System in Sri Lanka

(1) Administrative System in Sri Lanka

Sri Lanka’s administration structure is headed by President, followed by Prime Minister and the Cabinet, Presidential Secretariat, the Office of the Cabinet of Ministries and 27 Ministries²¹. Regarding local administrative divisions, Sri Lanka is divided into nine provinces and 25 districts. Government officers are deployed not only in central ministries but also at the local Divisional Secretary and Provincial Department levels.

¹⁹ Dai-ichi Seimei Research Institute Asia Trends, September 24, 2024
(<https://www.dlri.co.jp/report/macro/377941.html>)(Reference as of February 24, 2025)

²⁰ The Project Development Plan for Sri Lanka, Ministry of foreign affairs in Japan
(<https://www.mofa.go.jp/mofaj/gaiko/oda/files/000072264.pdf>)(Reference as of April 8, 2025)

²¹ Government of Sri Lanka, Official Gazette dated November 25, 2024
(https://www.cabinetoffice.gov.lk/cab/images/Downloads/functions_2024-11-25_1E.pdf)(Reference as of February 24, 2025)

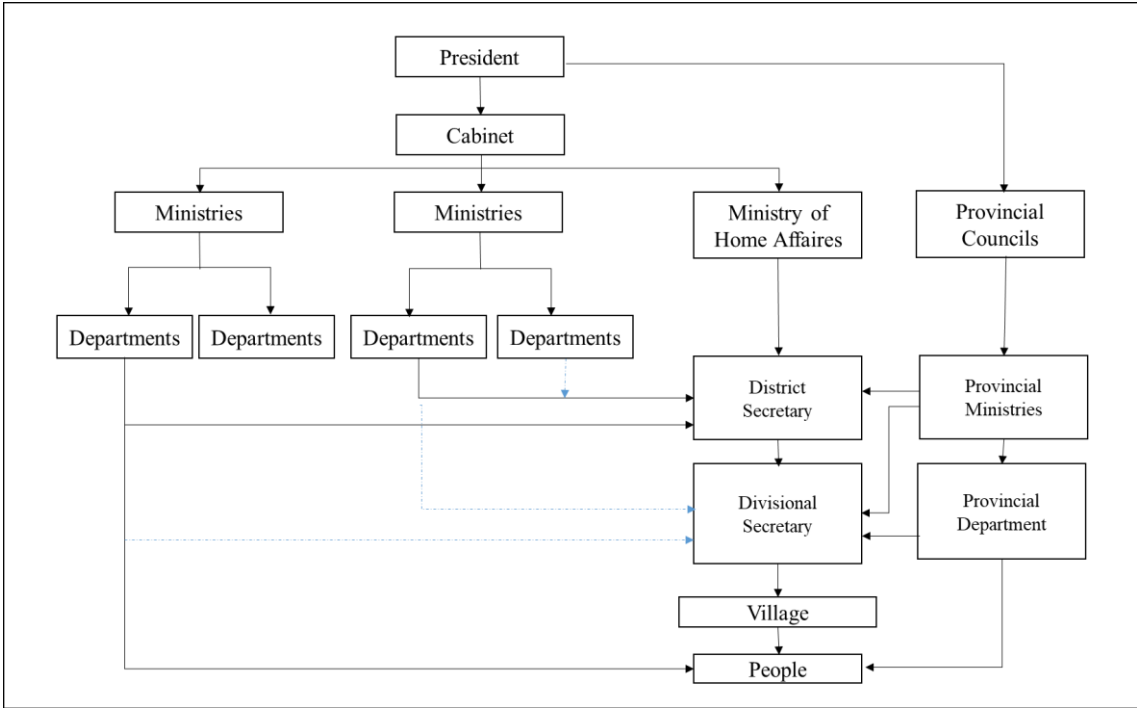


Figure 1 Administration System in Sri Lanka²²

²² Created based on information from the Ministry of Public Services, Provincial Councils and Local Government.

Table 4 Sri Lanka's Ministries (as of April 2025)

1	Presidential Secretariat
2	Prime Minister's Office
3	Office of the Cabinet of Ministers
4	Ministry of Defense
5	Ministry of Finance, Planning and Economic Development
6	Ministry of Energy
7	Ministry of Agriculture, Livestock, Land and Irrigation
8	Ministry of Public Administration, Provincial Councils, and Local Government
9	Ministry of Education, Higher Education and Vocational Education
10	Ministry of Women and Child Affairs
11	Ministry of Trade, Commerce, Food Security and Cooperative Development
12	Ministry of Health and Mass Media
13	Ministry of Buddhasasana, Religious and Cultural Affairs
14	Ministry of Transport, Highways, Ports and Civil Aviation
15	Ministry of Public Security and Parliamentary Affairs
16	Ministry of Foreign Affairs, Foreign Employment and Tourism
17	Ministry of Environment
18	Ministry of Rural Development, Social Security and Community Empowerment
19	Ministry of Digital Economy
20	Ministry of Industry and Entrepreneurship Development
21	Ministry of Fisheries, Aquatic and Ocean Resources
22	Ministry of Labour
23	Ministry of Plantation and Community Infrastructure
24	Ministry of Urban Development, Construction and Housing
25	Ministry of Justice and National Integration
26	Ministry of Youth Affairs and Sports
27	Ministry of Science and Technology

(2) Classification of Government Officers

All Island Services is the generic name for the government officers (executives), which are divided into 11 occupational service categories articulated in the Government Gazette Notification No. 1295/26 dated 02 July 2003. Among government officers (executives), those who belong to the Sri Lanka Administrative Service (SLAS), Sri Lanka Planning Service (SLPS), Sri Lanka Accountants' Service (SLAcS), Sri Lanka Engineering Service (SLES), etc. will be appointed to senior executive officers. In particular, SLAS, mainly responsible for policy formulation, is regarded as a service category playing an important role in each ministry. In order to obtain positions in these services, candidates should take various national examinations. Other government officers without promotion to a managerial position do assistance work. The JDS

Project focuses on the human resource development of government officers (executives) that are to be senior executive officers²³.

The number of government officers (executives) in Grade III or higher for five types of service categories including SLAS, SLPS, and SLAcS, which are the targets of the JDS Project, is 6,000 or higher according to data from March 2025 provided by the Ministry of Public Services, Provincial Councils and Local Government. Of those, about 60% (about 4,000) are in Grade II to III's public service posts, which is the main target group for the JDS Project excluding government officers of Grade I and above. The number of government officers in the central government (excluding semi-governmental workers) in the 2016 census²⁴ was approximately 480,000, which means that the target group of the JDS Project is about 1% of the government officers working in the central government.

Table 5 Number of Government Officers (Executives) by Service Category in Sri Lanka²⁵

Service Category	Special Grade to Grade III (number)
Sri Lanka Administrative Service (SLAS)	2,486
Sri Lanka Planning Service (SLPS)	992
Sri Lanka Accountant's Service (SLAcS)	1,563
Sri Lanka Engineering Service (SLES)	1,083
Sri Lanka Scientific Service	443

According to the Ministry of Public Administration, Provincial Councils, and Local Government, under the impact of the economic crisis and the IMF program, new hiring of government officers had been suspended since 2021, but the economy began to recover from 2024, and new hiring started in February 2025 after the new government took over. Having suspended new hiring for four years, the number of young government officers in recent years (Grade II and III²⁶) has been decreasing.

Furthermore, it has been reported that the Sri Lankan government allowed government officers to obtain leave to work abroad in 2022 to reduce public sector spending and increase remittances from abroad and introduced a system that made public officers take unpaid leave to work abroad for five years, causing many government officers to leave the country²⁷.

²³ Some semi-government officers have been targeted as Component 1-4 "Environment Management / Disaster Management" was added since the second phase.

²⁴ Censuses of public sector workers in Sri Lanka were conducted in 2016, 2006, 2002 and 1998.

²⁵ Created based on information from the Ministry of Public Services, Provincial Councils and Local Government. (May 2024)

²⁶ Grades III and II are described in "Table 7: Examples of Government Officers (Executives) Classifications in Sri Lanka." Grades III and II are mostly filled by young people in their 30s.

²⁷ Breaking News, Monday, August 22, 2022, "Focus: Massive 'brain drain' from Sri Lanka as people abandon their home country amid economic crisis" (<https://www.newsweekjapan.jp/headlines/world/2022/08/403050.php>) (Reference as of February 25, 2025)

Regarding the gender ratio of government officers, data obtained from the Ministry of Public Administration, Provincial Councils, and Local Government show that in Grades I to III, female officers outnumber male officers, with the exception of SLES. In the above five service categories as a whole, female officers account for 54%. However, in the Special Grade, the highest grade, male officers outnumber female officers, with female officers accounting for about 40% of the total.

According to the Ministry of Public Administration, Provincial Councils, and Local Government, “In recent years, female officers outnumber male officers because young males tend to go to the private sector where salaries are higher, while females tend to choose the more stable public service.” The report also states that the percentage of female in the private sector is about 40% compared to 60% for male²⁸.

(3) Recruitment

Recruitment examinations for all government officers including officers (executives) are planned and managed by the Ministry of Public Administration, Provincial Councils, and Local Government under the supervision of PSC (Public Services Commission) and implemented by Ministry of Education, Higher Education and Vocational Education (Examination Department). Recruitment examinations for government officers are regularly conducted every year. The Department of Management Service of Ministry of Finance, Planning and Economic Development decides the number of personnel recruited according to government budgets and needs. Recruitment information for government officers (executives) is posted publicly on the government website through the Gazettes. There are two recruitment methods: 1) General recruitment and 2) Internal recruitment. In the 1) General recruitment, people aged 22 to 28 who have graduated from universities are qualified to take the examinations.

As written in “1-1-3. (2) Situation of Higher Education”, university admission is still very narrow, as only 14% of the students who qualified for the GCE/A-level examinations in 2022 were actually admitted to university. Therefore, those who have the qualifications to take the entrance examination for university graduates and who are hired for government officers (executives) are even more elite among the elite.

Furthermore, there are recruitment examinations for government officers (executives) in each service category; for example, someone interested in a SLAS category would apply for the SLAS recruitment examination. Those hired as SLAS will advance their careers by taking up SLAS posts in the central government and local provincial governments. (In principle, there is no transfer between service categories.)

²⁸ Gender Disparities and Labour Market Challenges: The Demand for Women Workers in Sri Lanka (https://asiapacific.unwomen.org/sites/default/files/2022-03/lk-Gender-Disparities-and-Labour-Market-Challenges_Full-Report.pdf) (Reference as of February 21, 2025)

Table 6 Responsibilities by Service Category in Sri Lanka²⁹

Service Category	Responsibilities
SLAS	Primarily carrying out the formulation and implementation of public policies and providing leadership and guidance for the development of public service excellence in order to realize the desired objectives of the public service in Sri Lanka.
SLPS	Carrying out planning duties in the projects delegated to it by the head of the organization, including planning, implementation, management, evaluation and other related activities of policies, strategies, plans, programs, and projects necessary for socio-economy.
SLAcS	Carrying out duties delegated by the head of the organization with regard to all revenues and expenditures approved in the annual budget.
SLES	Carrying out duties including surveying, planning, designing, construction, maintenance, operations, research and more in relation to the engineering.
Sri Lanka Scientific Service	Providing consultancy services in the scientific fields of Biology, Chemistry, Physics, Mathematics and Agriculture.

Regarding 2) internal recruitment, this is a system in which general government officers who perform assistant duties can apply if they meet certain requirements. After being hired as a government officer (executive), there is a three-year probation period during which they must pass a set test and training course. After being hired as government officers (executives), they are generally assigned to Grade III.

(4) Career Path for Government Officers (Promotion by Grade and by Position, Transfer)

Promotion is based on a comprehensive evaluation of work experience for a certain number of years, accomplishment of training at Sri Lanka Institute of Development Administration (SLIDA)³⁰, work attitude, etc. After employment, not only positions in the central government and urban organizations but also work experience at local organizations (including provinces, districts, and divisions) that require difficult judgment and coordination in actual situations with many challenges are considered important.

According to the Ministry of Public Administration, Provincial Councils, and Local Government, which manage the personnel affairs for the five service categories³¹, there are especially clear career paths in the aforementioned SLAS and SLPS that mainly handle policy formulation and management, as well as SLAcS that takes responsibility for finance and accounting, all of which play an important role in each ministry. Furthermore, SLAS, SLPS, and SLAcS, so-called

²⁹ Ministry of Public Administration, Provincial Councils, and Local Government website. (https://pubad.gov.lk/web/index.php?option=com_documents&view=documents&documents_type=12&lang=en) (Reference as of April 8, 2025)

³⁰ The training content provided by SLIDA is described in “1-3-2. Public Services Human Resource Development System.”

³¹ Five Service Categories: (1) Sri Lanka Administrative Service (SLAS), (2) Sri Lanka Planning Service (SLPS), (3) Sri Lanka Accountants’ Service (SLAcS), (4) Sri Lanka Engineering Service (SLES), and (5) Sri Lanka Scientific Service

“Generalists,” are featured by every several years’ transfer to various positions in ministries and local governments that lead to opportunities for promotion. This particular personnel system for government officers in Sri Lanka is similar to that in India, Bangladesh, and Nepal. According to the Ministry of Public Administration, Provincial Councils, and Local Government, government officers have the opportunity to apply for desired positions every year for transfers and promotions.

On the other hand, among government officers (executives), those in technical positions such as the Sri Lanka Agricultural Service (Agriculture) are managed within their respective ministries, such as the Ministry of Agriculture, and transfers to other ministries are almost nonexistent, and transfers and promotions are made by the PSC³².

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

Table 7 Classification of Government Officers (Executive) in Sri Lanka (SLAS)³³

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

PSC is delegated for promotions and transfers to Special Grade and Grade I. For the public service career positions below Grade II, the Ministry of Public Administration, Provincial Councils, and Local Government is delegated to consider and recommend promotions and transfers for the five service categories and appointments are made by PSC. In addition, for other technical services such as Sri Lanka Education Administrative Service, promotion and transfer considerations and

³² Personnel affairs relating to transfer and promotion of government officers (executives) are examined by Ministry of Public Administration, Provincial Councils and Local Government or within each technical organization, but appointment for transfer and promotion is handled by PSC as mentioned above.

³³ Created by government gazette and hearings from the Ministry of Public Administration, Provincial Councils and Local Government.

recommendations are made within each technical authority.

In the previous Preparatory Survey in JFY2020, it was stipulated that for SLAS, promotion from Grade III to Grade II required a minimum of 10 years of service, and from Grade II to Grade I, a minimum of 7 years of service, but the system was revised in April 2023 and the requirements were partially relaxed. In Sri Lanka, a master's degree remains a requirement for promotion to Grade I (Director level) and above.

According to the Ministry of Public Administration, Provincial Councils, and Local Government, from April 2023, the promotion system will have the following process:

① Promotion (By Position and by Grade) System

For promotion to each Grade of public services, six years of service is required. After meeting the service requirements and other conditions, applicants must take the promotion exam (Efficiency Bar Examination)³⁴. The exam consists of several items and can be taken twice a year.

- Promotion from Grade III (grade at entry) to Grade II: 6 years of service and promotion exam
- Promotion from Grade II to Grade I: 6 years of service, Master's degree; and promotion exam
- Promotion from Grade I to the Special Grade: 6 years of service and promotion exam

*A total of 18 years of service is required for the Special Grade.

② Selection when applying for the desired post (vacancy) after fulfilling the Grade requirements (after promotion by Grade)

There is no significant difference in the responsibilities of Grades II and III. Grade II officers can freely choose their posts if there are vacancies (basically there are vacancies). On the other hand, Grade I posts are for managerial positions. After promotion to Grade I, in the past, senior officers were given priority for each position, but in recent years, there are more Grade I officers than the number of positions, therefore selection is conducted for each position. Selection is based on a number of evaluation criteria, including work history and ability.

③ Conditions for obtaining the post of secretary, the top position in each ministry

Regarding the post of secretary in the government ministries, since there are only 25 ministries and the number of posts is limited, in order to take up the posts of secretary, in addition to promotion to the Special Grade, applicants must also satisfy various other conditions and criteria such as years of service, work performance, work evaluation, extensive knowledge of the nation's needs, specialized knowledge, and achievements.

³⁴ Ministry of Public Administration, Provincial Councils and Local Government Website, Official Gazette dated August 19, 2019 (https://pubad.gov.lk/web/images/latest_document/service_minutes/2019/1571117364-2137-05-e.pdf) (Reference as of March 3, 2025)

1-3-2. Public Services Human Resource Development System

In Sri Lanka, the aforementioned SLIDA and other organizations are established as government officers' training institutions under the Ministry of Public Administration and Management. SLIDA provides government officers with 1) Introductory training for new recruits (for six months), 2) In-service training (skill development training by Grade for officers (executive) in Grades I to III), 3) Undergraduate and master's degree programs and short-term training, etc., 4) Consultancy to ministries and agencies (surveys and research, support for policy making), and 5) Public service examinations (new recruits and promotions).

In order to be eligible to apply for long-term training including studying abroad, applicants must be Confirmed Officers who have completed a three-year probation period. Regarding the rules on returning to work after studying abroad, Sri Lankan government officers must work for at least four times the period they studied abroad³⁵, and if they fail to do so, they must repay the salary and scholarships paid during their leave of absence, as stipulated in the Establishment Code. Those planning to study abroad must sign a bond before studying abroad, promising to work for the government for a set period of time after studying abroad.

ERD, Ministry of Finance, Planning and Economic Development, which oversees all donors' training and studying abroad programs, determines requirements for training and studying abroad and provides information to all ministries through the government circulars. According to the circulars, applicants must be 45 years or younger and complete a three-year probation period as requirements for applying for master's or higher degree programs.

1-3-3. Gender Related Policies

Sri Lanka ratified "the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)" in 1981. Moreover, "the Women's Charter" was established by the Government of Sri Lanka in 1993, which stimulates the right within the family, the right to education and training, the right to economic activity and benefits, the right to healthcare & nutrition, and the right to protection from social discrimination. The Ministry of Women and Child Affairs is in charge of formulating measures for women's empowerment, maternal and child health, education of women, etc., as well as realization of them³⁶.

The Ministry is committed to achieving Sustainable Development Goal 5 (Goal 5 of the SDGs), which focuses on gender equality and the empowerment of all women and girls and cooperates and coordinates with relevant ministries to ensure that the targets of Goal 5 are achieved.

³⁵ The maximum mandatory period for returning to work is 10 years. Since the third year of study abroad is not eligible for salary payment, it was not counted as a period of work required for promotion until 2021, but the system will be revised in 2022 to include the third year of study abroad as a period of work (there will be no change to the unpaid period).

³⁶ The Ministry of Women and Child Affairs (<https://www.childwomenmin.gov.lk/en>) (Reference as of February 21, 2025)

As part of attempts to achieve Goal 5, gender training for government officers has been provided by SLIDA, UNFPA (United Nations Population Fund), and others, such as training for new recruits or for officers in the Ministry. Gender training is also conducted under the local government in the provinces. The content varies widely, including gender equality, women's leadership development, anti-harassment measures in the workplace, domestic violence, and women's entrepreneurship development.

As described in "1-3-1. Administrative System and Public Service System in Sri Lanka" above, female officers outnumber male officers in Grade I to III for the five public service categories, but male officers outnumber female officers in the Special Grade, which is the position of Director General or higher, with female officers accounting for about 40% of the total. These figures suggest that it may be more difficult for female officers to be promoted to the post of Director General or above than for male officers for some reason. On the other hand, the inauguration of Prime Minister Harini Amarasuriya in September 2024 is expected to be a major step toward female's political participation and gender equality in Sri Lanka and abroad.

In the first phase (JFY2010–JFY2013) of the JDS Project, the percentage of all female successful candidates was for 40%³⁷. In the second phase (JFY2014-JFY2017), the percentage of all female successful candidates was for 55%. In the third phase (JFY2018-JFY2021), the percentage of all female successful candidates was for 72%. In the fourth phase (JFY2022-JFY2025), the percentage of all female successful candidates was for 76%³⁸. Based on the change since the first phase, the rate of female participation has gradually increased, and after the second phase there were more female applicants and final successful candidates than male.

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

1-4-1. Trends of the Japan's ODA to Sri Lanka³⁹

In terms of economic cooperation with Sri Lanka provided by the Government of Japan, after joining the Colombo Plan in 1954, starting ODA Loans in the 1960s, in the arrangements for dispatching Japan Overseas Cooperation Volunteers (JOCV) in 1980, execution of the Agreement on Technical Cooperation between the Government of Japan and the Government of Sri Lanka in 2005, Japan has played an important role in the development of infrastructure, human development, etc. for the economic systems of Sri Lanka over 70 years. In recent years, after the conclusion of the conflict in 2009, such economic cooperation has largely contributed to promotion of steady economic growth in Sri Lanka as well as reconstruction, development,

³⁷ The percentage of female applicants/final successful applicants is much higher than in other South Asia countries (Bangladesh and Nepal, etc.)

³⁸ Figures up to JFY2024 as selection is currently underway for JFY2025.

³⁹ A compilation of data from the Ministry of Foreign Affairs of Japan website (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100730081.pdf#page=72>) (Reference as of February 17, 2025), Official Development Assistance (ODA) Country Data Collection 2023 (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100153307.pdf>), and the OECD statistics website (<http://stats.oecd.org/qwids/>).

disaster prevention countermeasures, and more in conflict-affected areas. Currently, the Government of Japan is the largest donor to Sri Lanka since its democratization.

Japan's economic cooperation record with Sri Lanka ranks first among the Development Assistance Committee (DAC) member countries (2019-2021). Japan has provided various Official Development Assistance (ODA) including Grant Aid, with a cumulative total of 5,447.36 million US dollars (as of JFY2021). Breaking down the cooperation by type, it includes Loans of 2,899.49 million US dollars, Grant Aid of 1,649.91 million US dollars, and Technical Cooperation of 897.89 million US dollars.

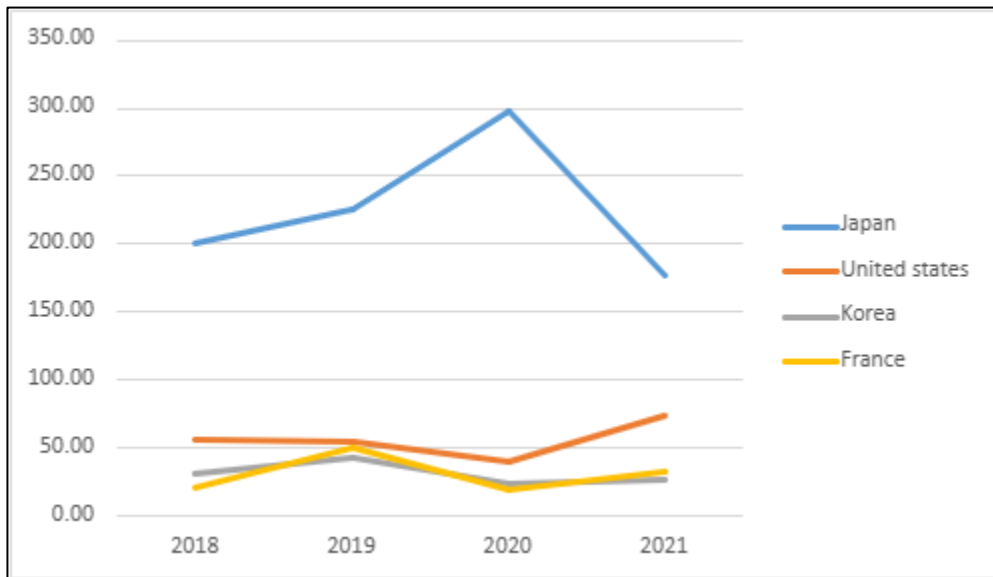
In November 2024, Prime Minister ISHIBA Shigeru sent a message of congratulations to President Dissanayake on the outcome of the parliamentary election in Sri Lanka. In his congratulatory message, he expressed his desire for further cooperate to realize a “Free and Open Indo-Pacific” under President Dissanayake’s leadership⁴⁰.

In February 2025, Parliamentary Vice-Minister for Foreign Affairs IKUINA Akiko, on the occasion of a courtesy call on President Dissanayake, stated that Japan intends to promote cooperation in various fields, and pointed out the importance of steadily implementing the reforms agreed to with the IMF and early completion of the debt restructuring, while also stating that Japan will continue to support Sri Lanka’s efforts to revitalize its economy. In response, President Dissanayake expressed his gratitude for Japan’s long-lasting support to Sri Lanka and stated that he would like to further strengthen relations in various fields, including political, economic, and people-to-people exchanges. The two sides confirmed that they would work together to achieve regional stability and prosperity as important partners towards the realization of a “Free and Open Indo-Pacific⁴¹.”

The following chart shows the trends for recent assistance achievements by the main development partners, including the Government of Japan.

⁴⁰ Ministry of Foreign Affairs in Japan website (as of November 15, 2024) (https://www.mofa.go.jp/press/release/pressite_000001_00738.html) (Reference as of February 17, 2025)

⁴¹ Ministry of Foreign Affairs in Japan website (as of February 3, 2025) (https://www.mofa.go.jp/press/release/pressite_000001_00970.html) (Reference as of February 17, 2025)



**Figure 2 Changes in Aid Expenditure of Major Development Partners to Sri Lanka⁴²
(Dollars in millions, based on aggregate spending)**

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

As of May 1, 2025, the total number of international students studying in Japan, including both government-sponsored and privately financed students, is 336,708. In terms of the percentage of international students by region of origin, 92.5% are from Asia. In terms of the number of international students by country of origin, Sri Lankan students are the sixth highest in the total number of international students, at 12,269⁴³.

The following figure shows the trends of Sri Lankan students studying in Japan over the past 10 years. The number of Sri Lankan students studying in Japan peaked in 2018 and then declined for several years from 2020, when the COVID-19 pandemic was spreading. However, the number of students studying in Japan has gradually increased, and in 2023, the number of students studying in Japan is close to the number in 2019.

⁴² OECD (<http://stats.oecd.org/qwids/>) (Reference as of March 11,2021)

⁴³ Annual survey on international students in Japan in 2024, May 2025, Japan Student Services Organization (JASSO) (<https://www.jasso.go.jp/about/press/jp2024052401.html>) (Reference as of May 1, 2025)

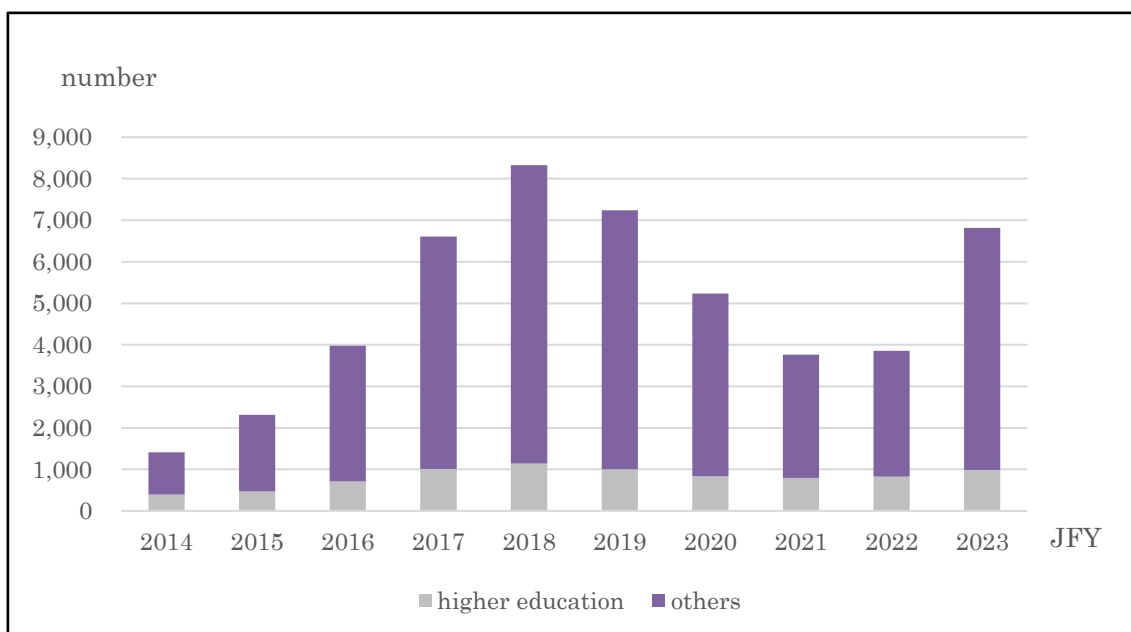


Figure 3 Number of Sri Lankan Students to Japan (past 10 years)⁴⁴

According to JASSO data, there has been no significant change in the number of government-sponsored international students by the MEXT (Ministry of Education, Culture, Sports, Science and Technology of Japan) Scholarship, but the increase or decrease in the number of privately financed international students over the past 10 years has been a significant factor in the change in the overall number of international students. In particular, there has been a noticeable increase or decrease in the number of international students studying “specialized skills” and “Japanese language,” which are classified as “other” in Figure 3.

The Projects for international students including those from Sri Lanka provided by the Government of Japan, are mainly implemented by five institutions. Similar to the JDS, those for government officers are broadly divided into three: the Young Leaders Program (YLP) of the MEXT Scholarship, scholarship programs through contributions from the Japanese government to international organizations, and JICA’s Long-term Training Program. Table 8 summarizes these programs. Note that scholarship programs other than the MEXT Scholarship and JICA’s Long-term Training Program, including the SDGs Global Leader Program, are not specifically designed for Sri Lanka in terms of the number of students sent or the field of study, so the number of students sent from Sri Lanka to Japan is small.

⁴⁴ A compilation of data obtained from JASSO. “Others” refers to those studying at educational institutions other than undergraduate or graduate schools (junior colleges, vocational schools, Japanese language schools, etc.).

Table 8 Japanese Government’s Scholarship Programs⁴⁵

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The MEXT 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 Overseas Research Fellowships	To support the progress of research by individual foreign <u>research fellows</u> , as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation Ph.D.) Program	To support outstanding <u>researchers</u> from Asian and African nations in obtaining doctoral degrees 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) ⁴⁶	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. Since 1987, the program has been funded by contributions from the Japanese government. To date, more than 7,000 people have received the program. Both public and private sectors in developing countries are eligible.
	Japan-IMF Scholarship Program for Asia (JISPA) ⁴⁷	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training <u>young government officers</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a master’s degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a doctoral course in any university in Japan (not specified).

⁴⁵ Describe the scholarship programs excluding JDS. Although Sri Lanka is the target of these programs, there are no quota numbers specific to Sri Lanka, as other countries are also eligible.

⁴⁶ World Bank Scholarships Program (<https://www.worldbank.org/en/programs/scholarships>) (Reference as of February 19, 2025)

⁴⁷ Japan-IMF scholarship program (<https://japanimfscholarship.org/about/>) (Reference as of February 19, 2025)

	Asian Development Bank - Japan Scholarship Program (ADB-JSP) ⁴⁸	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 25 designated graduate schools in 9 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 4,000 people from 37 member countries have received the scholarship. About 300 people receive scholarships every year.
JICA	Long-term Training Program	A technical cooperation program to accept outstanding young human resources from counterparts to JICA projects in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
The Japan Foundation	Japanese Studies Fellowship	To promote Japanese studies overseas, this program provides an opportunity for <u>scholars, researchers, doctoral dissertation writers, etc.</u> , who study Japan to conduct research and survey activities in Japan. Natural science, medicine, and engineering fields are not eligible. The period is up to 14 months.

(1) MEXT Scholarship

In Sri Lanka, similar to the JDS Project, international students are accepted every year under the system of research students etc., for graduate courses under MEXT Scholarship. The number of master's and doctoral students from Sri Lanka accepted (enrolled) in the past ten years is as in table 9. The priority areas have not been set.

According to the Embassy of Japan in Sri Lanka, many of those who have studied in Japan under this program have become people with a feeling/ knowledge of familiarity with Japan, who can contribute to strengthening bilateral relations. For example, there are many cases where they have become representatives of local subsidiaries of Japanese companies or have made good use of their Japanese language skills and experience in Japan.

Table 9 Acceptance (Enrollment) Record under the MEXT Scholarship

Program	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Doctor	62	58	65	69	73	66	48	49	65	62
Master	24	32	36	26	21	25	26	26	28	38

Source: JASSO

⁴⁸ Asian Development Bank-Japan Scholarship Program Annual Report 2023
(<https://www.adb.org/sites/default/files/institutional-document/1011206/adb-jsp-annual-report-2023.pdf>)
(Reference as of February 19, 2025)

Table 10 Overview of Research Students and YLP under the MEXT Scholarship

	Research Students	Young Leaders Program (YLP)
Purpose	To Promote the international cultural exchange between Japan and other countries, promote friendship and goodwill, while contributing to the development of human resources in other countries. Students start as research students for 1-2 years. The duration of scholarship will be extended if the students pass entrance examination of graduate schools to be regular students. Half year will be allocated for preparatory education if students' Japanese proficiency is not enough.	To invite young government officers, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, to create a human intellectual network of leaders etc. of countries throughout the world by deepening the understanding of Japan, and to contribute to the construction of friendly relations between countries including Japan and improvement of policy formulations functions. 1-year Master's degree course.
Year started	1954	2001
Fields of study	All fields which Japanese graduate schools offer	Public Administration/ Local Governance (GRIPS), Medical Administration (Nagoya University), Business Administration (Hitotsubashi University), Law (Kyushu University)
Language	Japanese or English	English
Number of slots	Not fixed	Not fixed
Main qualifications and requirements	Age: under 35 Work Experience: no special experience is required. (Undergraduate students can apply.)	Age: under 40 (except for business administration course), or under 35 (only for business administration course) Work experience : has 3 to 5 years of actual work experience in the related field
Selection of Candidates	Recommendation by Japanese embassies and missions abroad, recommendation by universities	Based on recommendations from the recommending institutions of the target country, document screening at Japanese accepting university, and final selection by MEXT YLP Committee

(2) ODA Scholarship Scheme

In this preparatory survey, the survey team confirmed the position of JDS Project in the overall study abroad program including JICA Long-term Training Program implemented in Sri Lanka. In the ODA Scholarship Scheme, there are programs such as SDGs Global Leader Program and Agri-Net Scholarship Program for Foods Security that are aimed at developing human resources at master's and doctoral programs who contribute to solving development issues related to JICA's projects in Sri Lanka, other than JDS Project. On the other hand, the JDS Project does not target specific technical fields but mainly targets government officers who contribute to policy making and mainly dispatches human resources to master's course. It was confirmed that each scholarship in Sri Lanka is implemented taking advantage of its unique features.

In addition, the JICA Sri Lanka office positioned the JDS Project as one that would contribute to strengthening bilateral relations and diplomacy, which is the Project's objective, as well as to develop human resources in various fields who can contribute to restoring domestic and international trust in Sri Lankan economy and society.

(3) Alumni Association Activities in Sri Lanka

① The Japanese Alumni Association of Sri Lanka (JAGAAS)⁴⁹

The Monbusho Alumni Association of Sri Lanka was established in 1993 for the MEXT Scholarship students only, with the aim of building a network among returning students, strengthening cultural and educational relations between Sri Lanka and Japan, and acquiring knowledge through university collaboration between the two countries. It was later reorganized as the Japan Alumni Association of Sri Lanka (JAGAAS), which is for all international students from Sri Lanka, including JDS fellows and JICA Long-term trainees who have completed their education at Japanese universities. The current network size is over 100 people, and the current chairperson is Professor Sunil Jayantha Navaratne from the National Institute of Education. The main activities of the association are regular meetings, various seminars and lectures, and cultural events (hosting a Bon Odori festival), and the following events have been held recently⁵⁰:

- In the end of 2022, publication of book commemorating the 70th anniversary of the establishment of diplomatic relations between Japan and Sri Lanka.
- In 2023, a special program introducing Japan's Specified Skilled Worker System was aired on the national broadcaster Rupavahini.

② JICA Alumni Association of Sri Lanka

JICA's cooperation with Sri Lanka marked its 70th anniversary in 2024. The JICA Alumni Association of Sri Lanka was established in 1973 with a central focus on those who had completed JICA's training. Currently, 1,000 members or more have been registered and active. In addition to holding the annual general meeting, the association's executive members meet regularly every month, with JICA office staff also participating in discussing alumni activities. There are about 10 executive members, many of whom are senior alumni members.

In addition, the JICA Sri Lanka office asks alumni members to submit alumni activity proposals and provides financial support to appropriate alumni activities. The alumni association's activities are mainly focused on charitable activities.

- Workshops (financial literacy courses for women, entrepreneurship training courses for those released from prison, etc.)

⁴⁹ Japan Alumni Association of Sri Lanka (<https://www.jagaas.com/>) (Reference as of February 19, 2025)

⁵⁰ The Japanese Alumni Association of Sri Lanka (JAGAAS) (<https://www.jagaas.com/>) (Reference as of February 19, 2025)

- Donation Projects (free mobile health camps in areas with poor access to medical care, health camps providing medicines and food, distribution of sports equipment, musical instruments and stationery, to schools in rural areas etc.)

Furthermore, as part of its follow-up for young training graduates, the JICA Sri Lanka Office has been implementing the JICA Collaboration Program (JCP) since January 2021, a support program for JDS and Long-term Training returned fellows to utilize the results of their studies in Japan for the development of Sri Lanka. Three to four JDS returned fellows participate in this activity every year and carry out projects with subsidies. JCP only supports the actual expenses required for activities related to an individual’s field of expertise or activities that lead to strengthening relations between the two countries.

Table 11 JDS Returned Fellows Participating in the JICA Collaboration Program (JFY2023)

Name	JCP project name	Contents
Ms. Daladawaththage Nilmini (Batch 2020)	Period Poverty in Sri Lanka: The impact of period poverty on female students’ educational performance of public schools in Sri Lanka	Survey, Research
Ms. Kodithuwakku Hamaragoda Kodithuwakku Arachchige Bhagya Shiromani (Batch 2019)	Transforming 28 Rural Women Development Centers in Uva Province into Small-Scale Garments Factories	Business Development Support
Ms. Wickramaarachchi Wickramaarachchige Shamila Priyadarshani (Batch 2014)	Analysis of the Impact of the Nutrition Program for Pregnant Mothers in Anuradhapura District 2022, 2023	Survey, Research

③ The University of Tokyo Alumni Association of Sri Lanka

The University of Tokyo opened a Sri Lanka office in Colombo in January 2020 and participated in the “Japan Expo” together with JASSO and other universities to introduce the University of Tokyo and conduct alumni activities.

1-4-3. Economic Activities of Japanese Companies in Sri Lanka⁵¹

The trade volume between Japan and Sri Lanka is approximately 64.5 billion JPY (2022), and Japan is an important trading partner for Sri Lanka. Exports from Japan amount to 26.2 billion JPY, with the main export items being construction machinery, agricultural machinery, automobile parts, general machinery, electrical equipment, textile yarn and textile products, and plastics. Imports to Japan amount to 38.3 billion JPY, with the main import items being tea, clothing and clothing accessories, seafood (tuna, shrimp, etc.), plant-based raw materials, and non-metallic mineral products (gems).

⁵¹ A compilation based on the Ministry of Foreign Affairs website (<https://www.mofa.go.jp/mofaj/area/srilanka/data.html#section1>) (Reference as of February 19, 2025).

As of October 2023, there are 94 Japanese companies⁵² (80 of which are affiliated with the local Chamber of Commerce as of July 2024), including manufacturers, trading companies, and service companies. From August to September 2023, JETRO conducted a questionnaire survey of Japanese companies based in Sri Lanka regarding the impact of the Sri Lankan economic crisis from spring 2022 onwards. Regarding the impact of the economic crisis on their operations, 80.0% of the 32 companies that responded to the questionnaire survey (12 manufacturing companies and 20 non-manufacturing companies) said that there had been a “negative impact,” but that the economic situation has been improving from 2022 and that they expect the recovery trend to continue⁵³.

1-5. Trend of Other Development Partners (Donor’s) Aid

1-5-1. Trend of Other Development Partners (Donor’s) Aid

As described in “1-4. Trends of the Japan’s ODA to Sri Lanka,” in terms of economic assistance provided to Sri Lanka by major OECD member countries (2021), Japan ranked first, the United States second, and France third, with Japan accounting for more than 40% of the total assistance provided to Sri Lanka by OECD member countries.

In countries outside the OECD, after a new government was established in November 2024, Chinese President Xi Jinping and Sri Lankan President Dissanayake held a summit in Beijing in January 2025 to strengthen relations.

In the joint statement issued at the summit, the Sri Lankan side highly praised the important role that “the Belt and Road Initiative” plays in the country’s economic and social development and the lives of its people, and announced that the two sides would promote the Colombo Port City Project and “the Belt and Road Initiatives” projects in the Hambantota Port in southern Sri Lanka⁵⁴. China also announced that China would continue to play an active role in the IMF, maintain friendly communication with other creditor countries, and help alleviate financial difficulties and consolidate debt in Sri Lanka.

In addition, China announced plans to hold consultations on the early conclusion of a comprehensive free trade agreement (FTA) and to expand cooperation in areas such as logistics, green development and digital economy, and signed cooperation documents in agriculture, tourism, livelihood support, media and other fields.

⁵² Ministry of Foreign Affairs of Japan website, Survey on the number of overseas bases of Japanese companies (https://www.mofa.go.jp/mofaj/ecm/ec/page22_003410.html)(Reference as of February 19, 2025)

⁵³ JETRO, Regional and analytical reports, Dated March 21, 2024, (<https://www.jetro.go.jp/biz/areareports/special/2024/0303/c6c80906a00f1c04.html>)

⁵⁴ JETRO, Business Tanshin, dated January 22, 2025 (<https://www.jetro.go.jp/biznews/2025/01/5580f376826529ef.html>) (Reference as of February 21, 2025)

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

In Sri Lanka, various donors are implementing scholarship programs. Similar to the JDS Project, the Korea International Cooperation Agency (KOICA) has a scholarship program aimed at training government officers⁵⁵.

In addition, other scholarship programs for recruiting extensively competent international students, including those from the private sectors as well as government officers, are the Australia Awards Scholarship, the Chinese Government Scholarship Program, the Fulbright Program (U.S.), and the Chevening Scholarship (UK). In particular, the Australia Awards Scholarship, which has a longer history than JDS and well known, is the largest competitor with the JDS Project and has been recognized as one of two major scholarship projects to which government officers of the Government of Sri Lanka are dispatched.

Only JDS and KOICA scholarships are limited to government officers, while the other scholarships are open to all Sri Lankans. The Australia Awards Scholarships are open to general public, but according to the scholarship agency (IDP Education Australia), government officers account for 70-80% of its recipients.

The JDS Project is different from other scholarships on the point where it is open to only government officers (executives), who are potential future executives involved in policy formulation, not all government officers⁵⁶.

The Chinese government also implemented several scholarship programs in Sri Lanka, including the MOFCOM Scholarship, a scholarship program for developing countries run by the Ministry of Commerce of China. The program was not only open to government officers but also to talented general publics.

⁵⁵ The Sri Lankan government has an economic crisis in 2022 and there are currently no government-supported scholarship programs for study abroad.

⁵⁶ Unlike the JDS, the Australian Scholarship and KOICA Scholarship do not have any restrictions on Services, so any government officer can apply.

Table 12 Other Donor’s Scholarship Programs in Sri Lanka

Scholarship	Allowance	Target Group	Degree	Field of Study	Number of Scholarships
Australia Awards Scholarships	Full amount + about 50,000 JPY every six months as a study aid	Government Officers, General Public	Master	Sustainability, Economic Development, Response to Economic Crisis, Resilience, Governance, etc.	28 per year
KOICA Scholarship Program	Full amount + approximately 30,000 JPY once during study abroad as a study aid	Government Officers or Researchers	Master Doctor	Economic Policy, Women Leaders Development, International Trade, Agriculture, Public Administration, Economic Development etc. *Provided in English	10 per year for Master, Doctor on an irregular basis/ Doctor introduced from 2022
Chinese Government (MOFCOM) Scholarships	Full amount	General Public	Master, Doctor	Science, Engineering, Agriculture, Pharmacology, Economics, Law, Business Management, Education, History etc. *Provided in English	38 per year for Master, 1 per year for Doctor (all target country)

(1) Australia Awards Scholarship

Australia Awards Scholarship began in the 1950s and has a track record of providing scholarships in Sri Lanka for over 50 years. In recent years, it has accepted around 28 international students per year into master’s programs at graduate schools in Australia. Priority sectors are determined every two years, and there are five priority sectors for 2024 (sustainability, economic development, response to economic crises, resilience, governance, etc.). Currently, it is not accepting students into doctoral courses.

The number of international students allocated to Sri Lanka for Australian Awards Scholarships is determined by the state of the Australian government’s budget each year. The scholarship program in Sri Lanka does not limit its target to government officers, but government officers account for about 70% of its successful applicants. The program is also open to private citizens, including NGOs in Sri Lanka, but unlike private citizens, government officers are able to take time off work to study abroad, so there are more applications from government officers.

In this scholarship program, the purpose is not to study abroad, but to see the success of returned students who return to their home countries. Australia Awards actively follow up with the alumni, and as part of this, they select some returned students who have returned to their home countries and publish their stories in booklets and on their website under the title “Celebration of Alumni Impact in South Asia.” There is an alumni organization called “SLAAAA (Sri Lanka Association of Australia Awards Alumni),” and they support the holding of seminars and other events hosted by alumni. In Sri Lanka, 30,000 Australian dollars are earmarked annually for alumni activity expenses.

As part of the alumni association activities, the Regional Alumni Gathering (8-country joint alumni gathering⁵⁷), a regional gathering for returned international students, has been held annually in recent years. It was held in Mongolia in 2023, in Bhutan in 2024, and is scheduled to be held in Sri Lanka in 2025. It is expected that 40 to 50 people will attend each year, and around 400 people will apply to participate.

(2) Korea International Cooperation Agency (KOICA) Scholarship

KOICA scholarship program in Sri Lanka began in 1993, and although there is no set quota for international students per country, the scholarship accepts around 10 international students per year for master's programs in 2024. All application conditions are decided by the KOICA headquarters. International students from all eligible countries are accepted under roughly the same conditions. Since 2022, two doctoral students have been accepted, but in 2024 there were no applicants, and no doctoral students will be accepted.

Not only government officers (executives) but also all other officers (including government officers having no promotion opportunities to management) can apply for the scholarship program. ERD, Ministry of Finance, Planning and Economic Development recruits and recommends candidates from the government and sends application forms to the local KOICA office; therefore, candidates are narrowed down at ERD in the recommendation process. There is no English Exam. In Sri Lanka, the KOICA office administers the scholarship program as there is no support from the implementing agent.

The scholarship program is a full scholarship and includes travel, insurance, housing, and living expenses. Working is not permitted. Master's students are not allowed to bring their families. Doctoral students are required to consult with the university about the possibility of bringing family members, in accordance with the university rules.

There is an alumni association, AKOFE (Alumni Association of KOICA fellows in Sri Lanka). The association includes not only long-term but also short-term trainees. The operating members are selected and meet once a year. There is also an annual activity budget, and KOICA takes the initiative in holding seminars, workshops, capacity building programs, charity events, donation events, etc. A budget of approximately 20,000 US dollars is set aside each year. The association is also very active, donating equipment to schools and local hospitals.

(3) Chinese Government Scholarship

The Chinese government is implementing several scholarship programs in Sri Lanka. According to an interview with ERD, the Chinese Ministry of Commerce's scholarship programs (MOFCOM Scholarship), a scholarship program for developing countries, accepts 39 Sri Lankan

⁵⁷ Target countries: South Asia and Mongolia (Bangladesh, Sri Lanka, Maldives, Bhutan, Nepal, Pakistan, India, and Mongolia)

government officers as international students each year with the cooperation of ERD.

Candidates for MOFCOM Scholarship in China must be under the age of 45 and a government officer at the section chief level or above in a ministry or government-affiliated organization, or at least a senior position in a university or research institution. Recommendation from the Commerce Office of the Embassy of the People's Republic of China is required as part of the application process. The scholarship includes housing in a university dormitory, living expenses of approximately 60,000 JPY (3,000 RMB)/ month, free medical insurance and etc. No family members are allowed to accompany.

As the other scholarship program, the China Development Bank (CDB) Scholarship Program accepts students from Sri Lanka. This scholarship program targets young talents under the age of 35 who have several years of work experience in government departments, financial institutions, or companies in the countries that are members of the One Belt, One Road Initiative. Full scholarship. Admission to a university dormitory, living expenses of approximately 70,000 JPY (3,500 RMB)/ month. Medical insurance support is provided. Alumni reunions after returning to their home countries.

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

A survey of the Target Organizations was conducted with the questionnaire and interviews, in order to understand the human resource development needs and human resource situation of the target organizations for selecting qualified candidates.

(1) Questionnaire Survey Overview

A questionnaire survey was carried out with target organizations under the fourth phase from November 2024 to February 2025. The questionnaire form was prepared in English.

- Questionnaire forms sent out: October 2024 to February 2025
- Targets: 32 target organizations under the fourth phase
- Response rate: 15% (5 out of 32 organizations responded)

(2) Interviews Survey Overview

In light of results of analysis concerning existing materials and results from a questionnaire survey within Sri Lanka, in November 2024 and March 2025, the survey team visited major target organizations in Sri Lanka and listened to their human resource development needs and development issues. In addition, the survey team also requested cooperation for the next phase. As ministry reorganization continues following the November 2024 parliamentary elections, progress in collecting responses from the target organizations has been slow, so it was decided to visit the target organizations and conduct interviews based on the questionnaire to collect

information.

(3) Findings of the Preparatory Survey

① Human Resource Development Needs

The human resource development needs for both fields of expertise and administrative skills of the target organizations, confirmed through questionnaires and interviews, are summarized in the following table.

Table 13 Priority Areas for Human Resource Development of Major Target Organizations (Fields of Expertise and Administrative Skills)

Organization Name	Fields of Expertise	Administrative Skills
Ministry of Justice, Public Administration, Home Affairs, Provincial Councils, Local government and Labour (Present: Ministry of Justice and National Integration, Ministry of Public Administration, Provincial Councils and Local Government and Ministry of Labour)	<ol style="list-style-type: none"> 1. Public Policy Formulation, System Design and Analysis 2. Social Welfare Policy 3. National Development Policy 4. Project Management 5. Local Government Development 	<ol style="list-style-type: none"> 1. Management 2. Leadership 3. Communication, IT
Prime Minister's Office	<ol style="list-style-type: none"> 1. Public Policy Formulation and Implementation of Socio-Economic Development 2. Education Sector Reform 3. Climate Change 4. International Relations 	<ol style="list-style-type: none"> 1. Human Resource Management in the Public Sector 2. Digital Public Infrastructure Development 3. Analytical Skills
Western Provincial Government	<ol style="list-style-type: none"> 1. Macroeconomics 2. Public Policy 3. Financial and Investment Management 	<ol style="list-style-type: none"> 1. Information Technology 2. Communication 3. Human Resource Management
Ministry of Urban Development, Construction and Housing	<ol style="list-style-type: none"> 1. Public Policy Planning, System Design and Analysis (general) 2. National Development Policy (general) 3. Urban Development Policy (including Disaster Prevention) 4. Public Investment Management and Infrastructure Management 5. Promotion of Private Investment 6. Investment Promotion 7. Project Management and Monitoring 8. Procurement Policy and Implementation 	<ol style="list-style-type: none"> 1. Human Resource Management 2. Time Management 3. Leadership
Ministry of Foreign Affairs	<ol style="list-style-type: none"> 1. International Relations 2. International Negotiations 3. International Security 	<ol style="list-style-type: none"> 1. Leadership 2. Communication and Networking 3. Negotiation Skills

② Needs for Doctoral Programs

In response to the question about whether doctoral courses are necessary for human resource development in the target organizations in the questionnaire, all five organizations that responded to the questionnaire stated that doctoral courses are necessary. In addition, the Ministry of Justice, Public Administration, Home Affairs, Provincial Councils, Local government and Labour (Present: Ministry of Justice and National Integration, Ministry of Public Administration, Provincial Councils and Local Government and Ministry of Labour), as well as the Prime Minister's Office, stated that doctor degree holders were essential.

In the interviews with the semi-governmental organizations, NBRO (National Building Research Organization) commented, "The critical thinking skills acquired in doctoral programs are necessary for NBRO's work. For example, when deciding which villages are safe in the event of a natural disaster, the critical thinking skills required in doctoral programs are indispensable. It is necessary to provide people with comprehensive solutions not only from the safety perspective but also from the social and technical perspectives, and multifaceted perspectives and knowledge are important. Therefore, it is important for NBRO to send talented people to doctoral programs." In addition, doctoral degree holders "will be able to hold symposiums in their research fields and lead the organization."

On the other hand, when asked about the advantages and career paths that come with obtaining a doctoral degree, the Ministry of Foreign Affairs, Foreign Employment and Tourism responded that a doctoral degree is not a prerequisite for promotion in career development, but it is an added value.

When the survey team asked the Ministry of Public Administration, Provincial Councils and Local Government, which administers the regulations for government officers, about the advantages and disadvantages of studying abroad for a doctoral degree, they replied: "There are advantages to studying abroad for a doctoral degree that it allows them to deepen their specialist knowledge, and many people want to do this. However, there is also a disadvantage that under the current system they cannot take paid leave from the third year of their study abroad and they become unpaid. Even if they get a doctoral degree, it is not a requirement for promotion under the current system. Also, if they study abroad for an extended period of three years to obtain a doctoral degree in addition to their Master's degree, even if they want to apply for a Grade I (Director level) position after returning to Japan, it will be difficult for them to be promoted at the same time as their colleagues who joined the Ministry at the same time as them, because they will not have any relevant work history or achievements. As there are advantages and disadvantages, the decision to study abroad for a doctoral degree is up to the individual."

Due to the serious economic crisis after 2022, during the monitoring mission in May 2024, the ERD stated that "We currently cannot afford to send excellent government officers to a 3-year doctoral program in addition to 2 years of study at the master's course. The government considers

master’s degree programs more important than doctoral programs”. However, the economy is currently recovering, and there is a possibility that the government’s need for doctoral study abroad may increase in the future. In the new government, researchers and experts occupy the core of the administration, as seen in the appointment of Dr. Harini Amarasuriya, who studied in the U.K. and obtained a doctorate in social anthropology, as Prime Minister. It is possible that as administrative reforms are carried out in the future, there will be a tendency for doctoral degree holders to become more important within the government and to be appointed to higher posts.

Table 14 Responses regarding the Need to Send Officers to Doctoral Programs

Name of organization	Need to send staff to doctoral course
Ministry of Justice, Public Administration, Home Affairs, Provincial Councils, Local government and Labour (Present: Ministry of Justice and National Integration, Ministry of Public Administration, Provincial Councils and Local Government and Ministry of Labour)	Doctoral degree holders are essential for creating employment laws and social security policies.
Prime Minister’s Office	In the Prime Minister’s Office, doctoral degree holders are essential to strengthening evidence-based policymaking, promoting governance and innovation, and driving the digital transformation of government. Their advanced analytical skills and expertise will enable effective solutions to socio-economic challenges, informed decision-making, and digital initiatives. This will drive improved service delivery, transparency, and efficiency in government, contributing to improved national outcomes and the realization of a knowledge-driven society.

③ Major Destinations for Overseas Studies

According to the questionnaire survey, the organizations that responded said that senior government officers, director level or higher, were studying in Japan, South Korea, and Australia for master’s and doctoral courses. The main destinations for study abroad were Australia, Japan, the UK, South Korea, India, etc.

④ Expectations for the JDS Project (Studying in Japan)

Five organizations responding to the questionnaire about their expectations for the JDS Project (Study in Japan). Many of them checked the following answers to the questionnaire: “Acquire knowledge in fields of expertise,” “Contribute to development issues by utilizing Japan’s experience,” “Build a network with Japanese government officers,” and “Build a network with Japanese university professors and researchers.” The results showed that expectations were high not only for acquiring knowledge and contributing to development issues, but also for building a network.

Table 15 Expectations for the JDS Project (Study in Japan)

Category	Items	Number
Capacity enhancement of JDS returned fellows	Capacity enhancement in their areas of expertise	5
	Capacity enhancement in the general skills as government officers	2
	Improvement of English Skills	3
	Strengthening bilateral relations	4
Networking	Network with Japanese government officers	5
	Network with Japanese private company	4
	Network with University professors and researchers	5
	Network with JDS fellows from other countries	5
	If you have other ideas, please describe them here.	
Influence and contribution to your organization by the staff/JDS returned fellows	Contribution to Sri Lanka's development challenges through utilizing experience in Japan	5
	If you have other ideas, please describe them here.	
	Contribution to strengthening bilateral relations by utilizing experience and networks obtained in Japan	4
	If you have other ideas, please describe them here.	

⑤ Good Practices of JDS Returned Fellows

The organizations responding to the questionnaire answered the following examples regarding good practices of JDS returned fellows: These answers show that JDS returned fellows are making use of the knowledge and experience they gained during their studies in Japan.

Table 16 Good Practices of JDS Returned Fellows

Organization Name	Case Study
Ministry of Justice, Public Administration, Home Affairs, Provincial Councils, Local government and Labour (Present: Ministry of Justice and National Integration, Ministry of Public Administration, Provincial Councils and Local Government and Ministry of Labour)	JDS returned fellows are systematically focused on evidence- and data-based decision-making, and some have demonstrated leadership and analytical skills in the field.
Prime Minister's Office	Mr. Haupe Liyanage, Dayal Mashanka, Senior Assistant Secretary in the Prime Minister's Office, who returned from the JDS in 2017, applied the theoretical and practical knowledge he gained from the program and played a pivotal role in formulating standard operating procedures (SOPs) for the automotive manufacturing/assembly and component manufacturing industries in Sri Lanka.
Ministry of Urban Development, Construction and Housing	Punctual and evidence-based decision making.

⑥ Donors' Scholarship Programs

The organizations responding to the questionnaire mainly send officers abroad including Japan, Australia and South Korea. In terms of short-term training, several target organizations confirmed that they send officers to training programs run by the Chinese and Indian governments.

Table 17 Donors' Scholarship Programs

Organization name	Country
Ministry of Justice, Public Administration, Home Affairs, Provincial Councils, Local government and Labour (Present: Ministry of Justice and National Integration, Ministry of Public Administration, Provincial Councils and Local Government and Ministry of Labour)	Japan, Australia, India, Korea, etc.
Prime Minister's Office	Japan, Australia, Korea, etc.
Western Provincial Government	Japan, Australia, etc.
Ministry of Urban Development, Construction and Housing	Japan, Australia, India, Korea, etc.
Ministry of Foreign Affairs, Foreign Employment and Tourism	Japan, etc.

Chapter 2. Contents of the JDS Project

2-1. Overview of JDS Project

The JDS Project is a Grant Aid Project that provides scholarships to international students from partner governments with the purpose of developing human resources who can be expected to play central roles in policy making and implementation for socio-economic development of the developing countries. It was established in JFY1999 under the Japanese government's "100,000 International Students Plan."

Beginning with the JFY2009 program, the new system has been introduced, with the aim of identifying the priority areas (Sub-Programs) to be covered by the JDS Project through discussions between the target countries and the Japanese side and strategically building a "critical mass" of JDS returned fellows in the target ministries responsible for the area in question. In addition, by fixing the accepting universities for a four-batch package, it was decided to establish a network between the relevant organizations in the target countries and the Japanese accepting universities, and to provide education and research programs that better meet the development issues and human resource development needs of each country.

In the preparatory survey, in order to continue the implementation of the JDS Project in Sri Lanka, the survey team will examine the appropriateness of the implementation of the Project based on the Foreign Policy and the Country Assistance Policy for Sri Lanka by the Japanese government, needs assessment and analysis related to human resource development, and a strategic approach to human resource development as the JDS Project (target organizations, target groups, Project implementation system, follow-up, etc.), and formulate a plan for the admission of JDS fellows for four batches from JFY2026 to JFY2029, after the start of recruitment in JFY2025. The aim is also to develop an appropriate outline design for the Project budget and Project plan and to make estimation of a budget necessary for the Project in preparation for the implementation of the JDS Project.

In Sri Lanka, the JDS framework was formulated and agreed upon in the first field survey conducted from November 2024 to December 2024. The JDS Project framework was revised in terms of its consistency with the Project objectives, securing high-quality candidates and expectations of diplomatic contributions, and agreement was reached with the Sri Lankan side to strengthen bilateral relations and develop human resources contributing to diplomacy by adding a new component "International Relations/ International Development."

It is also explained that the component of "Urban and Regional Development" in the current fourth phase had been deleted and included in the component of "Public Policy", and that the slot for "Public Policy" had been changed from four to six. The Japanese proposal for these changes and its background were explained to the Sri Lankan side and agreed by them.

Regarding the slot for doctoral course, the Sri Lankan side requested at the monitoring mission and the first Operating Committee meeting in September 2024 that the slot for doctoral course be reduced and the slot for master's course increased. In response to this request, a questionnaire survey was conducted among the JDS returned fellows on the need for doctoral courses as potential applicants with a Master's degree and eligible to apply and 76% of the returned fellows responded that they had a need for doctoral courses. In addition, there were opinions from the target organizations that research analysis by a doctoral degree holder was essential for policy formulation. Based on these opinions, the survey team proposed to the Sri Lankan side that the slot for doctoral course should not be abolished altogether, but that one slot should be maintained based on the needs of the returned fellows, with a maximum slot of 16 for Master's course and one for doctoral course in the fifth phase and the Sri Lanka side agreed to this proposal.

However, following the Japan's financial implementation meeting held in March 2025, it was decided that the maximum number of master's course fellows for the fifth phase would be 15 and that of doctoral fellow would be zero. As a result, since the number of masters' fellows to be accepted will be reduced by one, it is planned that the relevant parties will consider from which component to reduce the number before the Project starts for JFY2025.

2-1-1. Project Design

In the first preparatory survey conducted from November to December 2024, the priority areas, development issues and expected research themes for JDS Sri Lanka are prepared and determined as shown in table 18, based on the national development plan of the target country and the Country Assistance Policy for Sri Lanka by Japan, as well as the human resource development needs of the Sri Lankan government while aiming to develop human resources who can broadly contribute to strengthening the bilateral relationship..

Table 18 Framework of JDS Sri Lanka (intake JFY2026-JFY2029)

JDS Target Priority Areas (Sub Program)		JDS Development Issue (Component)		Expected Research Areas
1-1	Public Policy Studies	1-1-1	Public Policy Studies	Public Policy Formulation, Institutional Design, and Analysis (General), National Development Policies (General), Social and Welfare Policies, Central and Local Administration, Local Autonomy, Environmental and Energy Policies, Science and Technology Innovation Policies, ICT Policies, Urban Development Policies (including Disaster Prevention) etc.
		1-1-2	International Relations and International Development	International Relations, International Development, etc.
1-2	Economics	1-2-1	Macroeconomics Studies	Economic Development including Sustainable Growth and Job Creation, Macroeconomics/ Econometrics, Statistics/ Statistical Analysis, Environment and Agricultural Economics, etc.
		1-2-2	Public Finance and Investment Management	Fiscal Policy, Fiscal Management/ Policy, Public Investment Management/ Policy, Infrastructure Management, etc.
		1-2-3	Industry Development Policy and Investment Promotion	Industrial Policy, Investment and Export Promotion, Small and Medium Enterprise (SME) Promotion Policy, Promotion of Private Investment, etc.

(1) Number of JDS Fellows

Based on the needs identified through interviews at each ministry during the preparatory survey, it was agreed that the number of fellows to be accepted in the next phase will be up to 16 master’s fellows and up to one doctoral fellow within the above framework. As mentioned above, the Japanese government has decided later that the number of master fellows to be accepted is a maximum of 15 and that of doctoral fellow is zero.

(2) Development Issue (Component) and Research Theme

During the first field survey, in relation to targeted development issues, the JICA survey team proposed to newly add the development issue “International Relations/ International Development.” The survey team obtained consent for it from the Government of Sri Lanka.

The rationale behind the creation of “International Relations/ International Development” as a new development issue is to strengthen the training of human resources who can utilize the knowledge of international relations and international development acquired during their JDS studies in their new ministry or agency, regardless of which ministry or agency they are transferred to upon their return, to strengthen bilateral relations and contribute to diplomacy. In addition, “Urban and Regional Development”, which was allocated in the fourth phase, was included in “Public Policy.”

In the past, JDS Project has been encouraging the government officers who belong to Sri Lanka

Foreign Service (SLFS) of the Ministry of Foreign Affairs to apply. However, not only was the number of applicants small, but many failed to pass during the selection process due to a mismatch between the graduate school and their research content, and it did not get to the point of sending fellows from the Ministry of Foreign Affairs, Foreign Employment and Tourism. However, by setting “International Relations and International Development” as a new development issue, it is expected to attract applications from SLFS of the Ministry of Foreign Affairs, Foreign Employment and Tourism who wish to study in this field, and it is also expect an increase in the passing rate of SLFS from the Ministry of Foreign Affairs, Foreign Employment and Tourism, as there is no mismatch with the graduate schools.

(3) Target Organization

It was agreed that the target organizations and groups decided by the first Operating Committee in 2024 will continue to be targeted. In addition, it was agreed that the target organizations and groups would be reviewed at the first Operating Committee each year if there was a desire to change them.

Table 19 Target Organization in JDS Sri Lanka

Component (JDS Development Issue)				Major Target Organizations
1-1	Public Policy Studies	1-1-1	Public Policy Studies	Ministry of Finance, Planning and Economic Development, Presidential Secretariat, Ministry of Women, Child Affairs, Ministry of Public Administration, Provincial Councils and Local Government (including Sri Lanka Institute of Development Administration (SLIDA)), Ministry of Education, Higher Education and Vocational Education, Ministry of Environment, Ministry of Energy, Information and Communication Technology Agency (ICTA), Disaster Management Centre (Ministry of Defense), Department of Meteorology, Ministry of Urban Development, Construction and Housing, etc.
		1-1-2	International Relations and International Development	Ministry of Foreign Affairs, Foreign Employment and Tourism, Ministry of Finance, Planning and Economic Development, Presidential Secretariat, Ministry of Public Administration, Provincial Councils and Local Government (including Sri Lanka Institute of Development Administration (SLIDA)), etc.
1-2	Economics	1-2-1	Macroeconomics Studies	Ministry of Finance, Planning and Economic Development, Ministry of Public Administration, Provincial Councils and Local Government, Ministry of Agriculture, Livestock Land and irrigation, Ministry of Environment, etc.
		1-2-2	Public Finance and Investment Management	Ministry of Finance, Planning and Economic Development, Ministry of Public Administration, Provincial Councils and Local Government, Ministry of Environment, Ministry of Transport, Highways, Ports and Civil Aviation, etc.
		1-2-3	Industry Development Policy and Investment Promotion	Ministry of Finance, Planning and Economic Development, Ministry of Public Administration, Provincial Councils and Local Government, Ministry of Industries and Entrepreneurship Development, Ministry of Investment Promotion, Ministry of Foreign Affairs, Foreign Employment and Tourism, Presidential Secretariat, Board of Investment, etc.)

(4) Accepting Universities

JICA has posted the expected target fields, development issues on its website and widely recruited accepting universities, and called for submissions of accepting proposals regarding the development issues and countries each university wishes to accept. As a result, a total of 23 submissions were received from 18 graduate schools of 16 universities.

The accepting proposals submitted from the various universities and the record for accepting and guiding international students, including JDS fellows, JICA underwent an internal screening of accepting proposals based on the evaluation guidelines⁵⁸. After that, at the discussion meeting was made with the Sri Lankan government based on the results of the pre-screening. As a result of these discussions, agreement was reached on the accepting universities and the framework for the numbers to be accepted, as shown in table 20.

In the fifth phase, Nagoya University, Graduate School of International Development, Department of International Development Cooperation has been added for the component of “International Relations and International Development” and Kobe University, Graduate School of International Cooperation Studies/ Special Course for Development Policy has been added for the component of “Macroeconomics Studies.”

**Table 20 Accepting Universities of the JDS Project in Sri Lanka
(Maximum of 15 JDS Fellows)**

Component (JDS Development Issue)		Accepting Universities	Graduate School
1-1 Public Policy Studies	1-1-1 Public Policy Studies	International University of Japan	Graduate School of International Relations (GSIR) / Public Management and Policy Analysis Program (PMPP)
		Meiji University	Graduate School of Governance Studies (English Track)
		University of Tsukuba	Graduate School of Science and Technology/ Master’s Program in Environmental Sciences/ SUSTEP Program
	1-1-2 International Relations and International Development	Nagoya University	Graduate School of International Development, Department of International Development Cooperation
1-2 Economics	1-2-1 Macroeconomics Studies	Kobe University	Graduate School of International Cooperation Studies/ Special Course for Development Policy
		Hiroshima University	Graduate School of Humanities and Social Sciences Division of Humanities and Social Sciences International Economic Development Program (IEconDP), Graduate School of Innovation and Practice for Smart Society Social Innovation Science (SIS)
	1-2-2 Public Finance and Investment Management	Nagoya University	Graduate School of International Development
	1-2-3 Industry Development Policy and Investment Promotion	International University of Japan	Graduate School of International Management (GSIM) MBA Program Japan-Global Development Program

⁵⁸ Evaluation guidelines for accepting proposals from universities. JICA assessed the proposals by assigning points to each item in the proposal. Items to be included in the proposal are: 1) the number of JDS fellows that can be accepted, 2) the basic policy for addressing the anticipated development issue, 3) the program contents, 4) the acceptance and guidance system in the graduate school, 5) the past record of accepting JDS fellows, 6) the status of accepting international students other than JDS fellows, and 7) the record of research and cooperation in the development issue.

1-1-1 Public Policy

• International University, Graduate School of International Relations: The JDS fellows can systematically learn the latest economic theories and statistical methods, and also acquire the policy advocacy skills necessary for public officers. There are many public officers with practical experiences in other countries studying at graduate school, enabling fellows to gain knowledge of other countries.

• Meiji University, Graduate School of Governance Studies: The curriculum is relevant to development issues in Sri Lanka. The program has a strong focus on networking on return and the Special Programs are also well developed.

• University of Tsukuba, Graduate School of Science and Technology/ Master's Program in Environmental Sciences/ SUSTEP Program: The program covers a wide range of fields relevant to development issues in Sri Lanka and has been highly rated in JICA's internal screening. It has accepted many JDS fellows over the years and has a deep understanding of JDS Project.

1-1-2 International Relations and International Development

• Nagoya University, Graduate School of International Development: The teaching policy is in line with development issues in Sri Lanka and the program content is broad. It also provides a good understanding of public administration in countries other than Sri Lanka.

1-2-1 Macroeconomics

• Kobe University, Graduate School of International Cooperation Studies/ Special Course for Development Policy: The curriculum allows the JDS fellows to systematically learn the necessary knowledge from the basics. This university accepts JDS fellows every year and has a deep understanding of the Project. This university offers individual support and a high level of satisfaction among JDS fellows from other countries.

• Hiroshima University, Graduate School of Human and Social Sciences/ Institute of Practical Science for Smart Society: The two graduate schools jointly accept JDS fellows and can cater to the research topics that JDS fellows are seeking. The pre-departure and post-graduation programs were also highly rated in JICA's internal screening.

1-2-2 Public Finance and Public Investment Management

• Nagoya University, Graduate School of International Development: The course provides an opportunity to learn effective and highly efficient policy making. The President of the University of Colombo and other alumni of the Graduate School are active in Sri Lanka. This is the same department as 1-1-2, but this is a specialized program in economic development.

1-2-3 Industrial Development Policy and Investment Promotion

• International University, Graduate School of International Management: The courses on offer are broad and specialized, and it is possible to take courses in the Graduate School of International

Relations. This Graduate School is included in various global MBA rankings and has a strong international reputation.

(5) Consideration of Acceptance into the Doctoral Program

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

Since starting in JFY2017, the fourth phase of the doctoral program in Sri Lanka has received an average of 3.0 applicants from JFY2022 to JFY2025, for a maximum slot of two fellows. The competition rate resulted in 2.0 times per year on average, and it is a low rate for appropriate competition. The degree recipient rate of doctoral courses has been 100%.

Regarding the slot for doctoral courses, the Sri Lankan side requested in the monitoring mission in May 2024 and the first Operating Committee meeting in August 2024 that the slot for doctoral courses should be reduced and the slot for master's courses increased, since the needs of the Sri Lankan government for doctoral program is lower than that for master's program and the low number of applicants applied in the past. In addition, at present, there are conditions and environments within the government that prevent public officers from applying, and the fact that these conditions and environment cannot be easily changed even within the government and those who are involved in the JDS feel dilemma for it.

(i) If studying for a doctoral degree after studying for a master's degree, the officers' salary in the government will be unpaid for three years and he/ she will not be able to support his/ her family.

(ii) A doctoral degree is not a condition for promotion (obtaining a doctoral degree is not a direct factor for promotion).

(iii) As positions after returning home are not guaranteed, there is a high probability that he/ she will be placed in a position below the rank after returning home, making it difficult to motivate the officers to study abroad (the higher the position, the less the number of positions).

On the other hand, when the survey team conducted a questionnaire survey on the needs of doctoral study in Japan among the JDS returned fellows, 76% of the returned fellows answered that they had a need for doctoral study in Japan. From these results, it was confirmed that there is a high demand for doctoral study in Japan among JDS returned fellows. In addition, several target organizations expressed the opinion that research analysis by personnel with doctoral degrees is essential for policy formulation, and it was confirmed that there is a high need for target organizations to secure doctoral holders. Furthermore, JICA issued a policy to all JDS target countries that "if there is a vacancy in the doctoral slot, it will be possible to transfer it to a master's slot from the JFY2025 program," as the JDS conditions have also changed.

After considering these views and the changes in the conditions, the survey team decided to leave the possibility of doctoral study in Japan by leaving one slot rather than eliminating the doctoral slot altogether and proposed to the Sri Lankan side a maximum of 16 master's slot and one doctoral slot in the fifth phase. The proposal was agreed by the Sri Lankan side.

However, as mentioned above, Japan's financial implementation meeting held in March 2025 it was decided that there would be no slots for doctoral programs in the next phase, so there will be no slots for doctoral fellows from 2026 onwards.

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

(1) Operating Committee Members

During the first field survey in November to December 2024, the implementation structure of the JDS Project, the functions and the role of the Operating Committee were reaffirmed and were approved by the Sri Lankan government. It was agreed that the Ministry of Finance, Planning and Economic Development (ERD), would be the agent and the Chairperson of the Operating Committee, based on its performance over the past four years and the role it plays within the Government of Sri Lanka.

It was also agreed that the Operating Committee would consist of Sri Lankan members (Ministry of Finance, Planning and Economic Development, Ministry of Public Administration, Provincial Councils and Local Government, Ministry of Education, Higher Education and Vocational Education, Public Services Commission and two Japanese organizations (Japanese Embassy in Sri Lanka and the JICA Sri Lanka office) as shown in table 21.

Table 21 Operating Committee Members

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

In order to enhance the diplomatic impact of the Project, the Japanese side confirmed with ERD about the need of the Ministry of Foreign Affairs, Foreign Employment and Tourism of Sri Lanka to be included as a member of the Operating Committee. However, ERD stated that ERD represented the Sri Lankan Government in terms of economic cooperation as in the previous survey, that the Project had been smoothly managed so far and that there was no need to change the structure. It was agreed that the same structure of the Operating Committee would be maintained for the next phase.

(2) Role of Operating Committee

The functions and roles of the Operating Committee based on the JDS operational guidelines were confirmed again with the members of the Committee as shown in table 22. In the future, more cooperation is needed than ever before not only to formulate recruitment policy and select final candidates, but also to encourage ministries and local governments to further secure excellent applicants, which is a challenge for the JDS in the country. In addition, regarding the follow-up of JDS fellows, various attempts have been made with the cooperation of the Operating Committee, triggered by discussions in the 2016 preparatory survey. In the future, it is necessary to consider more effective follow-up methods with the cooperation of the Operating Committee.

Table 22 Role of Operating Committee

Role	Details
Formulate the recruitment and selection plan	Based on national development plans of Sri Lanka and Japan's country development cooperation policy, the basic policy of recruitment activities for each fiscal year (priority development issues, primary target organization, method of recommending applications, etc.) will be determined. Selection principles for JDS Project in Sri Lanka will be determined in accordance with the JDS Operating Guidelines.
Interview the candidates	At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates.
Select JDS fellows from the candidates	The final candidates chosen through the selection process are approved by the Operating Committee.
Promote effective utilization of JDS returned fellows and follow-up	Lateral support for the return of JDS fellows to their organizations will be provided upon their return. Follow-up including consideration of strategies for utilizing JDS returned fellows to promote the outcomes of the Project will be conducted.
Others	Decide on a policy for dealing with the occurrence of unexpected cases, such as when a fellow is involved in an accident and takes the necessary measures. Attend events such as a 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 the 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 first field survey in December 2024, the Basic Plan will be drafted in each of the JDS priority areas (Sub-Programs), and it will be agreed at the first Operating Committee of JFY2025.

Each Basic Plan is a guideline that outlines not only the objectives and evaluation indicators of the Project, but also the role of JDS in the context of development policy in Sri Lanka in each of the JDS priority areas, the Country Assistance Policy for Sri Lanka by Japan and the activities of the accepting universities in Japan. The JDS fellows for the coming four batches will be

formulated as a single package, or phase. JDS fellows are sent under the predetermined Sub-Programs/ Components, Target Organizations and accepting universities for four years. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of Target Organizations.

Table 23 is the proposed applicant eligibility of the JDS Project in Sri Lanka. Details will also be approved at the first Operating Committee of JFY2025.

Table 23 Applicant eligibility of the JDS Project in Sri Lanka (Tentative)

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

2-2. Obligations of Recipient Country

In collecting and screening applications for JDS scholarships, Ministry of Finance, Planning and Economic Development- ERD which serves as the chair of the Operating Committee, take the lead role in the planning, implementation, management and supervision of the JDS, cooperate in the promotion of applications by facilitating the distribution of recruitment materials, and encourage the key target agencies identified for each component to cooperate for the JDS.

During the period when JDS fellows’ study in Japan, the Sri Lanka government periodically monitors them through its implementation agent and submits reports to JICA. The Sri Lanka government also confirms the progress in JDS and any pending matters through periodical reports submitted by the agent, works with other members of the Operating Committee to take appropriate measures as necessary, and provide support for JDS fellows in collecting necessary data to write a master’s thesis.

Since one of the main objectives of JDS is to enable the returned fellows to contribute to the solution of development problems in their home countries and to build human networks, the Sri Lankan Government will hold a Report Meeting upon the return of the JDS fellows to grasp the results of their study abroad, and will also conduct a survey of subsequent trends and take necessary measures to promote academic and cultural exchange and cooperation with Japan. In addition, the Operating Committee will encourage the relevant ministries and agencies to provide the returned fellows with the same job as before or a job that will enable them to make use of their JDS study abroad experience and play an active role at the center of government organizations upon their return home, to promote the impact of the Project.

2-3. JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially decide to implement the JDS Project from JFY2026 onwards as the result of the Preparatory Survey, the Project will presumably be implemented for the next four batches according to the schedule shown in Figure 4. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “Agent” to the government of Sri Lanka. The Agent will conclude a contract with the government of Sri Lanka to implement JDS Project on behalf of the government.

	JFY2024	JFY2025	JFY2026	JFY2027	JFY2028	JFY2029	JFY2030	JFY2031	JFY2032
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	

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

Figure 4: Implementation process

2-4. Effective Recruitment and Selection Method

2-4-1. Recruitment Methods

(1) Recruitment Tools/ Materials

In the fourth phase of JDS recruitment, a multi-faceted application recommendation process was implemented, including (i) the distribution of English-language posters and leaflets to target institutions, (ii) publicity on the websites and Facebook pages of the ministries and agencies to which the Operating Committee members belong, and (iii) word-of-mouth support from JDS returned fellows. The potential candidates who visited the JDS Project website were also directed to explanatory videos of each university, so that those interested in the program could obtain detailed information and select the university to apply to according to their own research plans.

As many Sri Lankans use social networking services (SNS), timely updates and articles about universities and Japan from current JDS fellows in Japan and the activities of the returned fellows were disseminated to potential candidates through SNS.

Recruitment tools include a recruitment website, a JDS Project recruitment brochure, posters and leaflets, the number⁵⁹ and design of which are decided separately at each annual Operating Committee meeting.

In Sri Lanka, rural candidates account for around 60% of all candidates, so it is important to use tools such as the recruitment website and SNS, as well as distributing English-language posters and leaflets to target institutions in central ministries.

(2) Recruitment Methods

In the recruitment of JDS in the fourth phase, online information sessions were conducted partly due to the impact of COVID -19 outbreak in 2020, but even in the post COVID -19 situation after 2023, online promotion seminars by each donor have become the norm, and JDS continued to conduct the traditional online promotion seminars in addition to face-to-face ones. The promotion seminars were conducted in three languages (English, Sinhala and Tamil) to ensure that the information reached a wide range of applicants.

A characteristic of the Sri Lankan applicants that many of them come from rural areas. In fact, in the fourth phase of the recruitment and selection process, rural applicants accounted for approximately 60% of all applicants. Rural recruitment activities were essential and to ensure proper distribution of information to rural areas in Sri Lanka. The agent sent application documents to each of the 25 provinces and their 630 subdivisions (districts). In addition, in

⁵⁹ Every year, 700 brochures, 750 posters, and 2,000 leaflets are prepared and distributed at recruitment meetings and about 10 copies each to about 500 organizations in the central ministries and local governments.

response to the request of the Sri Lankan Operating Committee members to strengthen the Tamil applications with a view to correcting regional and ethnic disparities, face-to-face promotion seminars have continued to be held in the North-East, where many Tamils live, in cooperation with the Operating Committee and the target organizations.

In addition, with the cooperation of Japanese officers in Sri Lanka (Officers of the Embassy of Japan in Sri Lanka, JICA Sri Lanka Office representatives, JICA experts), publicity activities for JDS Project in the Sri Lankan Government had been conducted, and JDS returned fellows were invited to the promotion seminar to share their experience of studying in Japan, including introductions to Japanese universities and research, as well as lectures on how to prepare effective application forms and training plans. The JDS also held lectures on how to prepare an effective application form and how to write a research plan.

The average number of participants in each of the online and face-to-face promotion seminars was around 40, and the content of the seminars is shown in the table below.

Table 24 Schedule of Solicitation/ Explanatory Meetings

Expected Date	Venue
Late August to mid-October	Online (All main target organizations)
September	Major regional cities (Trincomalee, Jaffna, Anuradhapura, etc.)

In the fifth phase, it is important not only to reach out to the target organizations, but also to encourage cooperation by attending promotion seminars and actively encouraging people at their workplaces, with the cooperation of Japanese officers (JICA experts, JOCVs) and JDS returned fellows, to ensure that information is disseminated to all ministries, umbrella organizations and local officers.

It is also necessary to create opportunities to explain the JDS Project to the Japanese officers who have returned to their respective regions in Sri Lanka after COVID-19, so that the recruitment information is effectively disseminated to more potential candidates, especially to their counterparts in each project.

In addition, it is important to continue to ask for the cooperation of JDS alumni active in all nine provinces of Sri Lanka to recommend excellent candidates in their respective regions, etc. The JDS Alumni Association was established in February 2024, and it is also important to work closely with the JDS Alumni Association to encourage applications during the application promotion period and to ask for cooperation in events such as promotion seminars. In the past, individual requests for cooperation have been made to JDS returned fellows, but in the future, it is expected that a wider range of approaches and application recommendations will be made to excellent personnel in various ministries and agencies by utilizing the organizational network of the JDS Alumni Association.

As mentioned above, the hiring of young government officers was suspended in Sri Lanka from 2021 to January 2025, which likely reduced the pool of potential JDS applicants, but up until now, including JFY2025, JDS have been able to steadily secure more than five times the number of the slots, so there has been no significant impact. One of the reasons for the small impact is thought to be the effect of proactive recruitment activities, the network within the government utilizing alumni members, and word of mouth, but it is important to continue to devise and implement proactive recruitment activities to encourage applications, as in previous years.

(3) Support for Application Preparation of the Candidates

Support for application preparation was also pointed out by the Operating Committee members during the comprehensive interviews, and as in other countries, the quality of the training plan needs to be improved in Sri Lanka. Based on the issues raised and discussed at the Operating Committee meetings, since the third phase, lectures on how to prepare a research proposal have been given to candidates during the application promotion period by requesting the Sri Lanka Institute of Development Administration (SLIDA) and JDS returned fellows.

In the fifth phase, it is important to continue the lectures by SLIDA and to ensure that support for application preparation is extended to candidates in rural areas by using internet and smartphone-based webinars so that they can participate in the lectures from anywhere in the country.

In addition, it is hoped that the JDS Alumni Association will support potential candidates in preparing their application documents with a view to passing the selection process, for example by providing advice on the preparation of application documents at the promotion seminars.

Furthermore, as a database is kept of all potential candidates who have accessed the JDS Project website and downloaded their application documents by the agent, it is important that the agent continues to follow up with them to ensure that they apply for JDS, for example by notifying them by email of the date and time of subsequent promotion seminars and the deadline for applications.

2-4-2. Selection Method

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

In Sri Lanka, in response to requests from the Embassy of Japan in Sri Lanka and JICA Sri Lanka office, the application guidelines include the following recommended conditions: “Applicants are expected to have special interest in studying in Japan as well as motivation to utilize their experience and human network developed through JDS Project in their future career.” In addition,

during the comprehensive interviews by the Operating Committee, the Operating Committee members are sure to ask the candidates “the reason why they chose Japan as a study-abroad destination instead of other countries,” and selected candidates who would in line with the objectives of the Project.

In addition, in response to a request from the Sri Lanka-side Operating Committee to strengthen applications from Tamil people, the agent had conducted pre-interview practice for Tamil candidates with relatively low English language skills, to improve the candidates’ interview skills⁶⁰.

2-5. Pre-Departure and Post-Arrival Orientation, Enrichment/ 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 projects by other donors are being offered in the JDS target countries, it is necessary to establish an understanding of the unique objectives and advantages of the JDS Project and differentiate it from scholarship programs of other donors. In addition to obtaining a degree through graduate school education, by providing programs that increase the additional value of the JDS Project, such as orientation and training before and after coming to Japan, Pre-return training, and Networking events with Japanese government officers, it will be possible for JDS fellows to deepen their understanding of the purpose and objectives of the JDS Project, and to contribute to solving development issues and strengthening bilateral relations after returning home, which will ultimately improve the appeal of the JDS Project and its comparative advantage over other programs.

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, Pre-return Program, 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.

Further, as differentiation between JDS and JICA long-term training and scholarships in other countries is becoming more and more important, it is important to emphasize the purpose and objectives of the JDS Project and its differences from other schemes through the implementation of the above programs at the time of promotion, before and after coming to Japan, and during the

⁶⁰ It should be noted that the Australia Award Scholarship has English language application requirements that, in the case of IELTS, the overall score must be 6.5 or above and the band score for each of the four skills (listening, reading, writing and speaking) must not be less than 6.0, although candidates from the recommended application regions (North East For candidates in the recommended regions (North East and Uva), the overall score must be 6.0 or above and the band score must not be less than 5.5 at the time of application (but they are expected to meet the English language application requirements at the time of departure).

stay in Japan. For example, by introducing and sharing data such as cases of promotion, policy formulation, strengthening of bilateral relations among the JDS returned fellows, the percentage of relevant cases among all JDS returned fellow, applicants, candidates, and the JDS returned fellows can understand the future image of JDS returned fellows that the JDS Project is looking for, which will lead to motivation to be successful after returning home. In addition, it is also part of motivation to increase the number of mechanisms for current JDS returned fellows to have contact with the JDS returned fellows who are seniors, not only at the time of promotion and before coming to Japan, but also during their stay in Japan. This will strengthen the network between candidates, the JDS returned fellows, and returning alumni before and during their study in Japan, using the purpose and objectives of the JDS as a medium, and will create a synergistic effect that will develop follow-up activities.

2-5-1. Contents of Pre-Departure and Post-Arrival Orientation

In a questionnaire survey for JDS returned fellows before and after their arrival in Japan, more than half of them answered that, as in other countries, Japanese language training and lectures on Japanese society and culture were useful for them.

In the orientation, the aims and objectives of the Project, the roles expected of JDS fellows, the possibility of cooperation with other projects, etc. were communicated to increase awareness and motivation as JDS fellows, and leadership training was incorporated to provide opportunities to learn about the qualities required as a leader through active group work.

In addition, it is necessary to provide information on rules, procedures and daily life in Japan. In particular, regarding safety management during their stay in Japan, natural disasters such as earthquakes, tsunamis, typhoons and heavy snowfall, as well as crime and traffic rules are explained, and the participants are given tips on how to live safely and securely in Japan and how to prepare for such disasters. After their arrival in Japan, the participants visit disaster prevention training facilities for hands-on training. Further, workshops are held to help JDS fellows overcome culture shock in an unfamiliar living environment and to promote cross-cultural understanding, and opportunities are provided to hear about the experiences of senior JDS fellows to help them adjust smoothly to Japan.

About 95 hours of local Japanese language training (60 hours face-to-face and 35 hours e-learning) is conducted prior to arrival in Japan, not only to acquire the necessary conversational skills in Japan, but also to promote understanding of Japanese culture, lifestyle and social manners through hands-on learning, and to teach communication know-how useful in real life. The acquisition of Japanese language skills not only facilitates the campus life as JDS fellows but also helps them to build a network of contacts with Japanese people.

In Sri Lanka, attendance at the 95-hour course must be at least 80%, and at the end of the course, fellows take a final examination and are issued with a certificate of course completion after 80%

correct answers. In the fourth batch (from first batch to third batch), 100% of JDS fellows obtained a certificate of completion of the Japanese language training course.

For the fellows coming to Japan in 2024 onwards, the JDS Alumni Association, which was established in the same year, holds its own pre-departure session during the pre-arrival orientation, providing opportunities to give information on procedures for bringing family members to Japan that are not included in the support provided by the agent, and other information associated with studying in Japan. In addition, it is important to provide focused explanations, including background information, on the rules about bringing family members and prohibiting fellows from part-time jobs, which have been a problem for Sri Lankan fellows in previous years, and to try to prevent this from happening in the first place.

2-5-2. Basic Knowledge

As JDS fellows are also expected to gain a better understanding of Japanese society and development experience, it is important to provide lectures on Japanese politics, economy, society and culture during the orientation period as in the past, as well as opportunities to acquire knowledge during the Pre-Return Program period in Japan, in order to promote understanding of Japan among JDS fellows.

As in other countries, it is considered that the JDS fellows' understanding of JICA projects can be deepened by requesting the JICA Sri Lanka office to explain Japan's development experience, aid policies and ongoing projects in Sri Lanka during the pre-departure orientation. In addition, the JDS fellows should be briefed on preparations and procedures for travelling to Japan, introduced to Japanese society and culture, and briefed on the JDS Project.

It is also necessary to provide information on the preparations and procedures for travel to Japan, an introduction to Japanese society and culture, and an explanation of the JDS Project. In addition, it is necessary to consider offering lectures on logical thinking methods, academic writing, and other basic knowledge necessary for research in the master's program, which have been cited as a need for JDS fellows from the country by the accepting university.

2-5-3. Contents of Enrichment/ Value-added Program

The Pre-return Program, which is conducted about six months before returning home, aims to reaffirm the purpose and objectives of the JDS Project and the role of the JDS fellows, foster the identity of the JDS fellows who will become a leader in their home country after returning home, and to promote team building and networking among JDS fellows as a group with the same goal. Through training and group work, each JDS fellow acquires a broad perspective and knowledge to contribute to policymaking as a public officer, and the qualities and know-how of a leader, and it is also an opportunity to build and strengthen a cross-section network that transcends the boundaries of countries, universities, fields, etc. In recent years, online tools have been used to

provide opportunities for JDS fellows to learn directly from JDS returned fellows about examples of how the knowledge they gained in Japan has been utilized and the mindset required to be active as a leader, which can be said to be meaningful in increasing the motivation of JDS fellows from the stage of their stay in Japan to their return home.

In a questionnaire survey of JDS fellows and returned JDS fellows before returning home, there is a tendency for them to request internships at Japanese ministries and agencies and networking with Japanese government officers as programs during their stay in Japan. In order to enable JDS fellows to play an active role as bridges between the two countries as people who understand Japan well and contribute to strengthening bilateral relations, and to create additional value for the JDS Project as a practical scholarship program specialized for government officers, an opportunity for information exchange and networking between JDS fellows and Japanese government officers (Networking Event with Japanese Government Officers) is held every year. In order to make more effective use of the network created at the networking event, it is important to have a mechanism that allows both JDS fellows and Japanese government officers to view the opportunity as beneficial and to continue the network. For example, the top need of Japanese government officers in terms of how to utilize the network was “building a network with JDS returned fellows who hold important positions in various countries.” It is desirable to further promote interest in building a network with JDS returned fellows using media such as the public relations magazine (including introductions of the main promoted people) that is regularly distributed by the agent to each ministry and agency.

On the other hand, although the networking event has the advantage of allowing fellows to casually talk and exchange contact information and giving them a sense of familiarity with Japanese government officers, there seems to be a tendency to make it difficult to ensure an equal ratio of participants between JDS fellows and Japanese government officers. Therefore, in addition to the networking events, individual government official networking events were also held in recent years except for the period of the COVID-19. It is desirable to continue holding these events as an opportunity for Japan side and the participating countries side to learn more about common issues through small-group discussions focusing on fields and themes, and to realize high-density exchanges. “Accepting visits and tours of government ministries and agencies” has been confirmed as a top need by Japanese government ministries and agencies, and spreading the event to more ministries and agencies will help create good effects.

In addition, when sounding out to each ministry and agency in Japan, there have been cases in which information about the networking event has not necessarily spread from the international departments of each ministry and agency to other departments, so it is necessary to make efforts to increase the likelihood of participation, such as by approaching departments that have participated/ accepted in the past and drawing interest from various departments of each ministry and agency. Further, there are cases where the Ministry of Land, Infrastructure, Transport and Tourism creates exchange opportunities tailored to the research fields and areas of the JDS fellows,

such as by each employee holding a seminar with a different content individually.

Furthermore, it is desirable to consider planning country-specific enrichment/ value-added programs. For example, the above-mentioned individual-type Networking Event with Japanese Government Officers could be held only for JDS fellows from a specific country. One example is to provide a forum for JDS fellows from a specific field or target organization in the country and public officers from the government ministries and agencies who will be their counterparts in Japan to take up specific and practical themes regarding the efforts and issues of both countries and exchange opinions and share information. Such enrichment/ value-added programs are described in detail in Chapter 3, “3-6 Issues and Recommendations.”

JDS fellows are also very interested in exchange events with the local community in Japan. By providing opportunities to interact with the local community and Japanese people through events in collaboration with local international exchange organizations and homestays, they can gain deeper experience in Japanese society and contribute to nurturing a feeling/ knowledge of familiarity with Japan.

2-5-4. Content of Special Program

In addition to existing university programs, accepting universities will provide additional activities to JDS fellows according to the needs of the recipient country, development issues, and the situation of JDS fellows from other countries.

The content of the Special Program will be in line with the following objectives:

- (a) JDS fellows will acquire practical knowledge and experience through more practical and specific case studies to solve development issues in the recipient country.
- (b) Through the activities of the Special Program, JDS fellows or related organizations in the target country will build a network with researchers and organizations in Japan and overseas that will contribute to future activities.
- (c) Within a limited period, JDS fellows will receive support as needed to smoothly carry out academic research and communication with related parties and achieve their goals.

Many universities that have accepted JDS fellows have used the Special Program to conduct field trips and seminars both domestically and internationally. Among these, field trips in particular were highly rated in surveys of JDS returned fellows from Sri Lanka as well as from other countries.

When interviewing JDS fellows before they departed about their expectations of the JDS, many of them commented that they wanted to do internships at Japanese government agencies or private companies to deepen their knowledge in their field of expertise. In response to the comments from the JDS fellows, the JICA Sri Lanka office requested that accepting university proactively explain

the content of Special Programs to the JDS fellows and respond to their requests. Some accepting universities provide internships at private companies as part of their training, so it is important to share these good practices with other universities and make efforts to ensure that fellows can attend internships.

Each accepting university should be encouraged to take advantage of the Special Programs, and appropriate consultations should be provided by the agent so that the universities can provide useful programs that contribute to the objectives of the JDS Project.

2-6. Monitoring, Guidance and Counseling

2-6-1. Implementation System

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

2-6-2. Guidance and Counseling

The coordinators are required to advise the JDS fellows on campus life and daily life after their arrival in Japan until just before their departure, and to assist them with arranging accommodation and procedures for moving-in, enrolling the national health insurance scheme, obtaining insurance, and vacating accommodation, etc.

2-6-3. Monitoring Meeting

In order to check the efficient implementation of the Project, it is necessary to understand the condition of the academic and daily life of the JDS fellows under the project. For appropriate monitoring, a good relationship needs to be built with the university staff to receive information on the fellows daily. 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 at an appropriate time.

Regular monitoring system by one-on-one interview helps to find the fellows' problems in an early stage, which normally cannot be seen in 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 need to be reported as the result of the project through semi-annual report and other project promotion reports, etc.

Regular monitoring uses a monitoring sheet, and it is necessary to write comments from JDS fellows, monitoring staff, and academic advisors on the monitoring sheet so that the situation of

each fellow can be grasped.

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 regarding 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 addition, since 2020, various infectious diseases have been spreading around the world, and JDS fellows with concerns about infectious diseases should be promptly encouraged to consult and see the relevant medical institutions and be provided with the support they need under their guidance. It is also important to promptly report any possible cases of infection to JICA and project stakeholders.

2-7. Follow-up Activities

The objective of JDS is “to support young administrative public officers who can play an active role at the sore of the Sri Lankan government in obtaining academic degrees (i.e., master’s degree and doctoral degree) at graduate schools in Japan and to develop human resources to solve development issues of Sri Lanka and building a personal network between and the Sri Lankan government and Japan, thereby contributing to solving the country’s development issues and strengthening bilateral relationships from the human resources perspective.” In order to achieve this objective, it is necessary to work on various follow-ups for JDS fellows who are studying in Japan and those who returned home as enrichment/ value-added activities to increase the value of the JDS, as well as their acquisition of specialized knowledge, research activities, and construction of personnel network through studying in universities in Japan.

(1) Follow-ups for JDS Fellows who are Studying in Japan

For the past few years, in addition to follow-up activities by the Sri Lankan government and the JDS fellow’s belonging organizations, various and creative follow-up activities for the JDS fellows who are studying in Japan are provided: (i) Raising awareness of the missions assigned to the JDS fellows such as strengthening bilateral relations and contributing to the development issues; (ii) Conducting leadership training (Pre-return training) that fosters identities of the JDS fellows; (iii) Conducting exchange events with Japan’s government officers; (iv) Co-sponsoring workshops with the JDS accepting universities; and (v) Providing opportunities for JDS fellows

whose field of study is related to the trainings conducted in Japan under the JICA's technical cooperation projects to participate in such training (Table 25).

It is important that these initiatives continue to implement a variety of activities to promote understanding of Japan in order to foster people with a feeling/ knowledge of familiarity with Japan who can act as bridges between the two countries and solve development issues in their respective countries.

Table 25 Enrichment/ Value-added Programs of JDS

Timing	Event	Contents
During Study in Japan	JICA Development Studies Program	Lectures: Japanese Development Experience, Japanese Diplomacy and Asia
	Leadership Training (Pre-return Program)	Discussion with the JICA Issues Department Leadership training (Advanced) Networking among JDS Fellows
	Networking Event with Japanese Government Officers	Networking with Japanese Government Officers
	Joint Seminar	Networking with JICA Long-term Trainee
	Exchange Meetings at Japanese Ministries	Networking and Exchanging Views with Japanese Government Officers
After Studying in Japan	Follow-up Seminar	Follow-up Seminar by Academic Supervisor Networking among JDS Returned Fellows

(2) Follow-up Activities of JDS Fellows After Return Home

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

[Establishment of the JDS Sri Lanka Alumni Association]

In order to strengthen the vertical and horizontal network among JDS returned fellows beyond the years of their study in Japan, and to maintain and foster pro-Japanese persons and follow up on them, opportunities for information exchange have been provided, such as by holding regular gatherings for JDS returned fellows at Send-off Reception and Report Meetings since 2017, and by holding small gatherings for JDS returned fellows living in local areas at the regional promotion seminars in 2019.

Due to the impact of the easter bombings in Colombo, the capital of Sri Lanka, in 2019 and the COVID-19 pandemic since 2020, it has been difficult to hold events that bring large numbers of people together. However, as the situation calmed down and the Sri Lanka JDS Project approached its 15th anniversary, there was a strong request from the JDS returned fellows and the Ambassador to Sri Lanka to establish an alumni association. As part of the follow-up activities by the agent, the Sri Lanka JDS Alumni Association Committee was established together with the cooperative JDS returned fellows and thus launched the JDS Sri Lanka Alumni Association. In March 2024, the JDS Sri Lanka Alumni Association Foundation Ceremony was held with the

participation of the Minister from the Embassy of Japan in Sri Lanka, JICA director, OC members, accepting university faculties, and about 100 JDS returned fellows. The Alumni Association Committee is made up of six JDS returned fellows, and in addition, each representative from each batch is selected to assist in the operation. In addition, the JDS older returned fellows who are too senior to be involved in the operation are used as advisors to form a close network in which all JDS returned fellows can participate in alumni activities, and continuous activities are carried out through the initiative of the JDS returned fellows.

The Alumni Association is actively cooperating with the JDS Project, such as taking the lead in sharing experiences and instructing candidates on how to write application documents at promotion seminars, holding its own interview preparation sessions for candidates before comprehensive interview in the JFY2024 and holding pre-departure briefings for successful applicants before they travel. Furthermore, at the JICA Chair (JICA program for Japanese studies) special event held in October 2024, the JDS Sri Lanka Alumni Association spoke at the event and introduce the experience of their studying in Japan to Sri Lankan university students and is actively involved in strengthening bilateral relations and promoting the JDS Project.

A social gathering is planned to be held in cooperation with the Alumni Association when the technical interview is held in JFY2025. In March 2025, a seminar for early childhood education teachers was held jointly by the JDS Sri Lanka Alumni Association and Japan Overseas Corporation Volunteers (JOCV) in Sri Lanka. It is expected to exchange information among the JDS returned fellows and strengthen the network for utilizing the knowledge and experience gained during their study in Japan, through the participation of the JDS Alumni Association in the JDS Project events and the events in cooperation with the JICA Sri Lanka Office, and it is desirable for the project to provide indirect support. The following are JDS alumni activities planned for 2025:

- ① Building a database of returned alumni
- ② Establishing an alumni committee
- ③ Meetings with the JICA and JICE offices on annual plans
- ④ Orientation on studying in Japan for newly arriving JDS fellows
- ⑤ Conducting research plan creation training for applicants
- ⑥ Publicizing the announcement of applications for JCP implemented by the JICA Sri Lanka office and supporting application encouragement, etc.

[Reporting Meeting for JDS returned fellows]

Once the JDS fellows have returned home, a Reporting Meeting is held once a year. At the Reporting Meeting, the JDS returned fellows report on their progress towards the project objective (acquiring specialized knowledge on development issues through obtaining a master's degree),

their research results, career plans and action plans utilizing those results, and the results of building personal networks in Japan to the Operating Committee. In addition to the members of the Operating Committee, those from the JDS fellows' belonging organization, senior JDS fellows, and faculty members from the accepting universities who are visiting the country for the technical interviews were invited to the Reporting Meeting. The Reporting Meeting was designed to be an opportunity to build new networks not only among the JDS returned fellows and senior JDS returned fellows, but also with relevant people in Japan. These activities will continue.

[Follow-up Seminars]

The JDS fellows are expected not only to contribute to the economic and social development of their home country, but also expected more than ever to make diplomatic contribution to strengthening of bilateral relations with Japan as people who understand Japan well. As part of the follow-up activities to strengthen the network with the JDS returned fellows, follow-up seminars for the JDS returned fellows have been held when faculty members from the accepting universities visit for technical interviews from JFY2022. The JDS returned fellows have established good relationships with the faculty members of the accepting universities even after completing the program, and many of them attended the seminars at the invitation of the faculty members. Lively discussions were observed at the seminars, with the university lecturers giving advice after sharing the current situation with the JDS returned fellows.

[JICA Collaboration Program]

The JICA Sri Lanka Office has been supporting activities for JDS and long-term trainees since January 2021 under the JICA Collaboration Program (JCP: a program to support activities that utilize the results of studying in Japan for the development of Sri Lanka). Every year, many JDS returned fellows apply, and of the four proposals that are selected each year, two to three are from JDS returned fellows.

Chapter 3. Verification of the appropriateness and effectiveness of JDS Project

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

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

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

A new cabinet was formed in November 2024 and President Dissanayake, in his speech after the new cabinet was formed, announced the policy direction of economic growth by increasing domestic production of goods and services and equalizing economic benefits, as described above in “1-1-4: Development Plan.” The development agenda of the JDS is in line with Sri Lanka’s needs, as the policy objectives comprise efficient public service delivery, economic management in line with the conditions agreed with the IMF and the introduction of a new economic strategy.

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

According to the Country Assistance Policy for Sri Lanka formulated in January 2018, “Promoting High Quality, Inclusive Growth” is a basic policy for assistance of Japan and three priority areas (“Promoting High Quality,” “Development Cooperation for Inclusive Growth,” and “Mitigating Vulnerability”) are set.

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

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

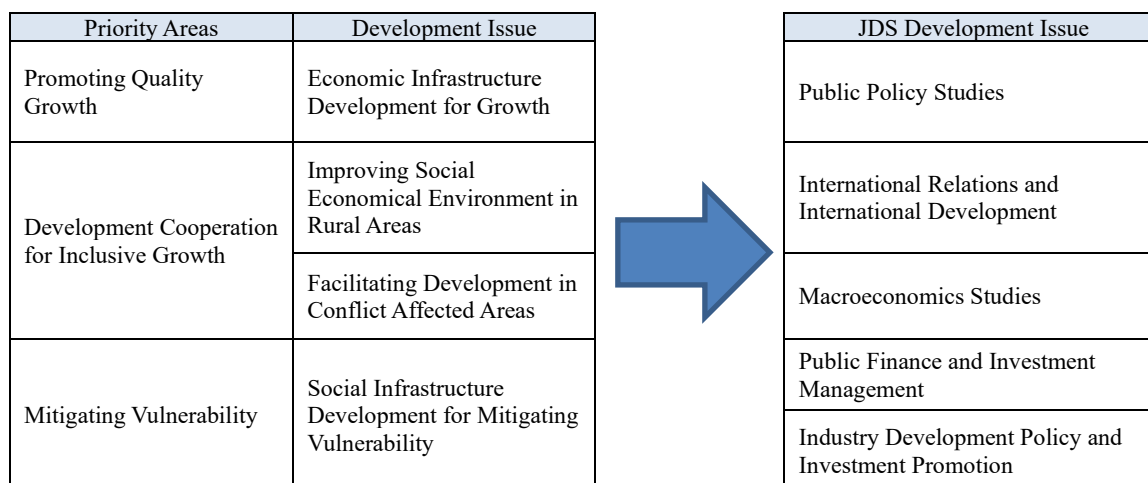


Figure 5 Relevance between Japan’s Aid Policy to Sri Lanka and JDS Framework

The JICA Sri Lanka Office has been formulating a project plan in line with the new government’s policies since November 2024. In light of the serious economic crisis from 2022 onwards, the plan aims to provide 1) support for structural reform to achieve sustainable development and growth, 2) support for the vulnerable and disaster prevention measures to realize a resilient society, and 3) support to ensure peace and stability. This plan is highly consistent with the JDS framework formulated and agreed upon in December 2024.

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

Target countries for Grant Aid are determined with reference to the criteria for ODA Loans qualified countries (GNI per capita⁶¹) of the International Development Association (IDA) of the World Bank Group. Eligibility is determined on the basis that a project is in a basic area necessary for nation-building and poverty alleviation, and that it is difficult to undertake such a project with the relevant government’s own funds or borrowed funds.

The GNI per person of Sri Lanka in 2022 was 3,610 dollars⁶², and Sri Lanka is a lower middle-income country according to the classification of the World Bank and goes beyond the standard of an IDA lending eligible country (interest free). In Sri Lanka, in addition to a delay in infrastructure development that forms the basis of economic growth, improvement of social service quality, countermeasures against natural disasters, and development of the least developed regions, including regions impacted by internal conflict for about 26 years, have been issues. Given such circumstances, the implementation of JDS under Grant Aid is appropriate.

Sri Lanka’s economy has been underperforming due to the above-mentioned long-standing structural challenges and the impact of the COVID-19 outbreak. The country is currently undertaking structural reforms under the IMF’s Economic Adjustment Program, but there is an

⁶¹ World Bank HP (<https://ida.worldbank.org/about/borrowing-countries>)

⁶² Ministry of Foreign Affairs website, Official Development Assistance (ODA) by Country Data Collection 2023. (<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100730081.pdf#page=72>)

urgent need to address issues such as fiscal consolidation and strengthening governance. Ensuring policy coherence and improving policy planning and formulation capacities are urgently needed to overcome these challenges and to achieve recovery from the economic crisis and future growth⁶³. Japan and Sri Lanka will celebrate the 70th anniversary of the establishment of diplomatic relations in 2022, and bilateral relations are being strengthened, including the visit of then President Wickremesinghe to Japan and the visit of then Foreign Minister Kamikawa Yoko to the country in May 2024, where she paid a courtesy call on the President and offered support for the country's challenges⁶⁴.

In this context, the JDS Project, which targets young public officers who will be responsible for formulating and implementing policies for socio-economic development, is expected to turn JDS fellows into future Japan-friendly leaders, and JDS returned fellows, as people with a good understanding of Japan, can also become valuable diplomatic assets for strengthening bilateral relations.

3-2. Expected Effect of JDS Project

The effect of the human resource development program is expected to manifest itself in the long term. Therefore, the project goal which is to be reached at the completion of the project, is that “the capacity of human resources engaged in the development issues improves” and “a personal network between government of Japan and that of Sri Lanka is developed.” 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” and “to constitute strengthening bilateral ties.”

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

The expected effects are as follows:

- 1) Young government officers (executives) will obtain degrees (master's and doctoral degrees) in Japan and acquire specialized knowledge that will contribute to solving problems in each target

⁶³ Ministry of Foreign Affairs website, Press release, Signing and exchange of letters to the Democratic Socialist Republic of Sri Lanka regarding support for young government officers and others to study in Japan (Grant Aid ‘Human Resources Development Scholarship Program’), 2 July 2024.

⁶⁴ Ministry of Foreign Affairs website, Foreign Minister Kamikawa pays courtesy call on President of the Democratic Socialist Republic of Sri Lanka (https://www.mofa.go.jp/mofaj/s_sa/sw/lk/pageit_000001_00614.html), May 4, 2024

field.

2) After returning home, JDS fellows will contribute to the formulation of plans and policies for solving problems and demonstrate leadership in their affiliated organizations, thereby strengthening the functions of those organizations.

3) By accepting JDS fellows, mutual understanding and friendly relations between the two countries will be built, the international competitiveness of the accepting universities will be strengthened, and international intellectual networks will be strengthened.

4) In addition to acquiring specialized knowledge at graduate schools in Japan, female government officers who can demonstrate leadership in solving problems in Sri Lanka will be developed through training for career development after returning home.

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

1) The number of JDS fellows accepted in graduate schools in Japan and degree recipient rate

2) The degree of contribution to planning and policymaking for solving problems

3) The degree of building mutual understanding and friendly relations between the two countries

4) The degree of development of female government officers who can demonstrate leadership in solving problems in their own countries

In addition, it is integral to monitor how the JDS fellows' experience in Japan will be utilized in their professional careers after returning to their country over the mid to long term in order to evaluate the effectiveness of the JDS Project. Through monitoring, it is required to conduct follow-up activities necessary for producing project outcomes and support JDS fellows to further develop their professional skills and expand the networking. Appropriate follow-up not only makes the project results clear, but also maintains and sustains the network with JDS returned fellows, and also benefits the Japanese side in terms of utilizing valuable human resources as future leaders who are familiar with Japan and promoting future collaboration.

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

The JDS basic research⁶⁵ conducted in 2019 analyzed the following elements and factors that affect the results and impact as shown in table 26. In order to have a comparative advantage over other donor scholarship programs, positive factors must be maintained and improved, and negative factors must be improved.

⁶⁵ "JDS Effect Verification" Basic Research Report, February 2020, International Development Center of Japan, Inc.

**Table 26 Examples of Factors that Affect the Achievement of JDS Sri Lanka
(Findings from JICA Basic Research)**

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

Based on the JDS basic research analysis, one of the major comparative advantages of JDS is that project partnership with accepting universities enables each university to be widely involved in the selection of candidates, and the Special Program, which is offered in addition to existing university programs, provides curriculums that meet needs of each JDS fellow and country. The entire involvement of accepting universities in the selection, guidance, acceptance and follow-up works as an advantage to JDS Project.

Another advantage is that the JDS Operating Committee, which includes the embassy of Japan in Sri Lanka and JICA Sri Lanka office, considers the annual project policy and plan, including the field of acceptance and target organizations, in line with the needs of the country from the recruitment and selection stage, and that the embassy of Sri Lanka in Tokyo, the Ministry of Foreign Affairs, and JICA headquarters work together to support the students during their stay in Japan.

Furthermore, not only is the agent actively involved in setting the annual project policy, but the agent also provides generous support to the fellows, such as recruiting and selecting candidates, sending them to Japan, and regular monitoring throughout their study-in-Japan period. As a result, the average degree recipient rate in master's programs in Japan over the past 10 years (2008-2017) was 87.8%, but the degree recipient rate of JDS fellows was 98.7%⁶⁶. Considering that JDS fellows are active government officers, this high complete rate is a point of pride as a comparative advantage. In addition, support for returning to work after returning home and planning alumni

⁶⁶ Average degree recipient rate for 13 countries surveyed in basic research in 2019.

activities is also cited as a comparative advantage when comparing JDS with scholarships from other donors.

Regarding the points pointed out as negative factors in the basic research, the following improvement measures have been taken to date:

- Regarding “training to learn about Japanese culture and language” before coming to Japan, as described in “2-5-3. Contents of Enrichment/ Value-added Programs,” the Japanese language training study time has been expanded and improved for JDS fellows coming to Japan in JFY2022. The comprehensive Japanese language training before coming to Japan has also been highly evaluated by JDS fellows.
- Regarding the “low awareness of Japanese ministries and agencies” during their stay in Japan, internships⁶⁷ etc. are provided and situation is improved in addition to government official exchange meetings for networking during their stay in Japan. The following initiatives are currently being implemented in the JDS Project. (Table 27)

Table 27 Enrichment/ Value-added Programs of JDS

Timing	Event	Contents
During study in Japan	JICA Development Studies Program	Lectures: Japanese development experience, Japanese diplomacy and Asia
	Leadership Training (Pre-return Program)	Discussion with the JICA Issues Department Leadership training (Advanced) Networking among JDS fellows
	Networking Event with Japanese Government Officers	Networking with Japanese government officers
	Joint Seminar	Networking with JICA Long-term Trainee
	Exchange meetings at Japanese Ministries	Networking and exchanging views with Japanese government officers

- Regarding the issue of “difficulty in maintaining an identity as a JDS returned fellow” after returning home, from the JFY2022 project, a follow-up seminar for returned fellows have been held once a year as an official JDS Project, when university faculty members travel to the country to conduct technical interviews, and this has been well received by the JDS returned fellows who have participated.

As an example of comparison with scholarship programs of other donors, the table 28 shows a comparison with the Australian scholarship, which have been running in Sri Lanka for many years and compete with the JDS Project.

⁶⁷ Due to limited opportunities, only a few JDS fellows are participating.

Table 28 Comparative Advantage and Disadvantages of JDS and Australia Awards Scholarships

Item	JDS	Australia Awards Scholarships (AAS)
Comparative Advantage	<ul style="list-style-type: none"> ▪ The target is specifically limited to government officers. ▪ Target organizations and fields are established and reviewed every four years to ensure that support is tailored to development issues. ▪ University faculty members conduct local interviews and contribute to the selection of appropriate human resources. ▪ Living support for JDS fellows. ▪ Value Added Training is provided. ▪ Special program offered by accepting universities provide fellows with the support they need, and are also used for pre- and post-arrival activities. ▪ Research-oriented program that mainly involves writing a thesis, which is expected to improve research skills. ▪ There are provisions for reinstatement upon return. The Japanese Government lobbies the Sri Lankan government for appropriate placement of JDS returned fellows. 	<ul style="list-style-type: none"> ▪ Well-known and well-established due to long-term program ▪ 70-80% of students studying in Australia are public officers in Sri Lanka. ▪ No Target organizations and fields (only Priority Fields of Study are available), flexibility in applying is high. ▪ Easier to obtain a degree because most students participate in coursework programs⁶⁸ and do not write a thesis ▪ There is a follow-up strategy after returning, and alumni events are actively conducted. ▪ The amount of scholarship (living allowance) provided is relatively high (280,000 JPY /month, 3,320,000 JPY /year)⁶⁹. ▪ Allowed to work and drive while studying abroad ▪ Visas for accompanying family members can be applied for at the same time as the student visa (as a condition, they must take out overseas travel insurance).
Comparative Disadvantage	<ul style="list-style-type: none"> ▪ Strict rules during study abroad ▪ Follow-up after return is in the development stage. ▪ The amount of scholarship (living expenses) provided is relatively low (147,000 JPY /month, 1,764,000 JPY /year). ▪ Visas for accompanying family members must be applied for after the fellows arrives in Japan, so it can take several months for family members to arrive in Japan. 	<ul style="list-style-type: none"> ▪ English selection criteria are strict. ▪ The program is not limited to government officers. ▪ After studying abroad, there is a condition to return to one's home country and contribute to the country for at least two years, but it is not binding.

As mentioned above, the advantage of the JDS is that the accepting university is positioned as a project partner, and a consistent selection, guidance, acceptance and follow-up system is in place to support candidates and JDS fellows together with agents.

In addition, most JDS accepting universities require a thesis to be written as a requirement for the

⁶⁸ In Australia, graduate school coursework means taking a systematic curriculum set by the course, including compulsory and elective courses, and aiming to graduate by acquiring the required credits. On the other hand, in research courses, students are required to conduct research under the guidance of a supervisor and write a research thesis.

⁶⁹ The hourly minimum wage in Tokyo in October 2024 is 1,163 JPY (national weighted average: 1,055 JPY). Meanwhile, in Australia, with prices continuing to rise, the hourly minimum wage will be 24.1 Australian dollars (2,319.6 JPY) from July 2024, double that of Japan. Although scholarship (cost of living) amount is relatively higher in Australia, when compared to the level of the minimum wage, which is set in conjunction with prices, the amount of scholarships in Japan and Australia are considered to be at the same level. (<https://www.newsweekjapan.jp/worldvoice/takao/2024/06/post-64.php>) (Reference as of April 7, 2025)

degree, which is expected to improve the advanced analytical and problem-solving skills required for public officers more than the coursework-centered programs offered by Australian universities.

On the other hand, one of the disadvantages of the JDS is follow-up. In 2016, the Australian Department of Foreign Affairs and Trade announced the “Australia Global Alumni Engagement Strategy 2016-2020⁷⁰” to strengthen follow-up for returning fellows from Australia. This strategy is a comprehensive alumni follow-up strategy for all returning fellows, and the returning fellows active around the world are positioned as key human resources for Australia’s diplomacy, business, and public relations. Based on this strategy, the network is being strengthened, and exchange is being promoted all over the world through the establishment of online communities, the calling for alumni ambassadors, fostering connections between researchers, and the organization of a digital library of returned members.

As described in “2-7. Follow-up Activities,” in the JDS Project, the activities are expected to be carried out independently by JDS returned fellows and alumni associations, but many of the activities are carried out by the agent. Therefore, in order to further enhance the follow-up activities, it is believed that the agent, which has networks with JDS returned fellows, should be actively utilized to carry out follow-up activities for JDS returned fellows, such as alumni association activities, within the framework of the JDS Project, which will lead to greater project results.

In the interviews with JDS returned fellows during the field survey, ideas such as holding seminars and symposiums in each field and holding an anniversary event for JDS were raised. Based on these opinions, it is important to consider effective follow-up activities unique to Sri Lanka.

In recent years, there has been a tendency for the issuance of visas for family members of JDS fellows to be delayed. JDS fellows have also requested JICA and its implementing agencies to take some kind of support measures to expedite the issuance of visas for family members. In recent years, European and Australian governments have also implemented policies to restrict the acceptance of international students due to geopolitical tensions, strengthened security, and domestic immigration and housing issues. In the United States, 36% of all applicants for student visas will be rejected in 2023, and in Australia, the application fee for a student visa has increased to approximately 160,000 JPY⁷¹. In the future, it is expected that the number of international students and their accompanying family members to each country will decrease under these policies, but in order to attract excellent international students, Japan needs to consider and try to relax the conditions for family visas as well.

⁷⁰ Australian Government Website (<https://www.dfat.gov.au/news/news/Pages/australia-global-alumni-engagement-strategy>)

⁷¹ Nihon Keizai Shimbun, “Change for Japanese Universities (Part 2)” (page 16), January 13, 2025

3-4. Data Related to Project Evaluation Indicator (Indicators Related to the Outcomes and Impact of JDS)

Table 29 shows the proposed indicators for the project results and impact of JDS in Sri Lanka. The bachelor's degree recipient rate of JDS fellows in Sri Lanka has reached 100%. As of May 2025, the percentage of fellows returning to their government organization is 95.9% for all fellows, and the percentage for director level and above is about 58.7% overall.

Table 29 Project Evaluation Indicator Data on JDS Sri Lanka (As of May 2025)

Inaugural year		2010 (Batch 1 was dispatched in 2010)
Number of Slots per year (2010-2024)		Master 15 (from 2010 to 2024) Doctor 2 (from 2018 to 2024)
Fellows accepted	Total	Master 225 Doctor 12
	Sex	Master Male:90, Female:135 (60.0%) Doctor Male:8, Female:4 (33.3%)
	Average age	Master 35.49 years old (upon arrival to Japan) Doctor 40.75 years old (upon arrival to Japan)
Returned fellows	Total	Master 225 Doctor 7
	Fellows who obtained degree	Master 225 Doctor 7 (1 fellow under a-half -year extension)
	Fellows who failed degree	Master 0 Doctor 0
	Completion rate	100 %
Organization type (arrival)	All	Public service 225 (100 %) (Ministries 212, Semi-Government 13)
Organization type (after return)	All	Public service 195 (95.9 %) (Ministries 177, Semi-Government 10)
Percentage of managerial positions (Grade I (director level) and above)	All	93 (48.19 %) ⁷²
Percentage of managerial positions (Special Grade (secretary level) and above)	All	9 (4.66 %) ⁷³

Looking at JDS fellows classified by service category among government officers (executives), 163 JDS fellows out of 222 (i.e., 73% or more) belonged to three service categories (i.e., SLAS, SLPS, and SLAcS)⁷⁴ as elite officers. As far as service categories other than the three service categories are concerned, in many cases, officers tend to belong to the Sri Lanka Engineering Service, Sri Lanka Agriculture Service, and Sri Lanka Scientific Service, which are technical services for which such officers have studied in Japan in the field of Component 1-3 “Urban and

⁷² The two JDS returned fellows who passed away after their return are excluded from the number of director level and above.

⁷³ The two JDS returned fellows who passed away after their return are excluded from the number of director level and above.

⁷⁴ Refer to “1-3-1. Administrative System and public Service System in Sri Lanka.”

Regional Development” until the previous phase.

26% of JDS fellows who belong to categories other than the above three include Semi-government officers (such as NBRO) and officers⁷⁵.

Table 30 Number of Public Officers (Executives) in Three Service Categories (Phase)

Service Category	1 st phase	2 nd phase	3 rd phase	4 th phase	Doctor	Total
SLAS	30	32	26	23	4	115
SLPS	10	10	4	5	2	31
SLAcS	7	4	4	1	1	17

In addition, information on good practices in the JDS will be collected with a focus on the following items as a measure of qualitative effectiveness.

3-5. Evaluation of the Past JDS Project (Survey on the Status of Project Outcomes on JDS Returned Fellows)

Questionnaires and interviews were conducted with JDS returned fellows on the outcomes of the JDS Project from the perspective of “the four expected outcomes of JDS”, and the outcomes were identified from each perspective.

In addition, this preparatory survey considered what data analysis methods (evaluation indicators) would be effective in visualizing the actual state of the outcomes of JDS, taking into account the circumstances in Sri Lanka. In the survey, indicators suitable for the country were set based on the evaluation indicators proposed in the basic research in 2019, and quantitative and qualitative analyses were conducted.

Expected outcome 1: Young government officers obtain academic degrees (master's and doctoral degrees) in Japan and acquire specialized knowledge that contribute to solving problems in each priority area.

① JDS fellows' degree acquisition and acquisition of necessary knowledge and skills

The degree recipient rate of JDS fellows in Sri Lanka enrolled in master's programs is 100%, and its target figure is 95% or higher, so it is considered that one of the indicators, “JDS fellows degree recipient rate in master’s degree” has been achieved. In addition, the degree recipient rate of JDS fellows enrolled in doctoral programs is 100%, and its target figure is 65% or higher, so one of the indicators, “JDS fellows degree recipient rate in doctoral degree,” has also been achieved.

In a questionnaire survey conducted among JDS fellows before they returned home to ask about

⁷⁵ In the second phase, officers (responsible for mainly assistant tasks) were able to apply, but from the third phase the target was narrowed to government officers(executives) only.

the acquisition of necessary knowledge and skills, many of them answered that their scientific research and analytical abilities (the ability to research and analyze), logical thinking abilities (the ability to organize things logically), problem-solving abilities, etc. had improved or been enhanced through JDS.

② Good practice in utilizing the study experience through JDS in subsequent career development

In one-on-one interviews with JDS returned fellows, there were many comments such as “The JDS Project was essential for my promotion to director level or above and for my career development. Thanks to the JDS Project, I have been able to develop my current career”. The following are examples of JDS returned fellows who have used the skills they acquired during their studies in their work after returning home (JDS returned fellows promoted to Special Grade).

JDS Returned Fellows (Special Grade)	Examples of Utilizing JDS for Career Development
Mr. Gammeda Liyanage Wernon Perera (2nd batch) Ministry of Fisheries, Aquatic and Ocean Resources, Additional Secretary	Thanks to JDS, I was able to build a career that led to promotion to Special Grade. In addition to obtaining a master's degree to be promoted to Grade I, I gained new knowledge in Japan and learned about Japan's development experience, which are useful for my work. I am also using the punctuality habit I learned in Japan at my workplace and my subordinates are following my example and adopting it as well. Originating from Southern Province, I was transferred and worked within Southern Province from the time of study abroad until recently, but in 2021 I was promoted to Special Grade and transferred to the post at the Presidential Secretariat. (till December 2024 at the Presidential Secretariat)
Ms. Wedumpuli Achchige Muditha Malkanthi (2nd batch) Ministry of Finance, Planning and Economic Development, Additional Director General	The knowledge and experience I have gained through JDS has contributed greatly to my career development. I was able to learn not only about university research, but also about Japanese attitudes towards punctuality, work, respect for others, KAIZEN, etc., and I am using these experiences to further my career development.
Ms. Meegahapolage Malika Krishanthi (3rd batch) Ministry of Justice and National Integration, Additional Secretary	JDS experience has also helped me in my professional and personal life. I obtained my master's degree through the JDS Project. As a master's degree is mandatory for promotion to Grade I, it has contributed to my career development. The knowledge of international politics that I acquired at the International University of Japan was extremely useful in negotiating with various countries when I was in charge of projects funded by foreign capital from the United States, China and other countries, even when I was transferred from the Ministry of Economic Development, where I worked before coming to Japan, to another ministry.

Expected outcome 2: After these young government officers' return to their home countries, they contribute to the formulation of plans and policies to solve problems and demonstrate leadership in their affiliated organizations, thereby strengthening the functions of those organizations.

① Incumbent Rate, Formation of Critical Mass, and Promotion Rate

【Incumbent Rate】 Incumbent Rate in Public Services of JDS returned fellows has remained

high at approximately 96%, since the first batch of JDS returned fellows who came to Japan from Sri Lanka in 2010.

【Critical Mass】 As described in “1-1-1. Background of the Project,” the JDS aims to form a “critical mass” of JDS returned fellows in each ministry so that they can easily utilize the results of their study in Japan in their affiliated organizations after returning home and become an influential group. In addition, in the previous preparatory survey conducted in JFY2020, the definition and target value for the critical mass in the JDS was proposed as “20% of the number of government officers (executives) posts in the organizations occupied by JDS returned fellows who are familiar to Japan and could become ambassadors or influencers,” and this has been used as one of the indicators for measuring outcomes in each country.

Following the suggestions made in the previous preparatory survey in JFY2020, the survey attempted to analyze the achievement of critical mass as one of the indicators of the outcomes. In Sri Lanka, when the percentage of government officers (executives) posts within organizations and the percentage of JDS returned fellows in the three service categories (SLAS, SLPS, SLAcS)⁷⁶ of elite government officers were measured, it was found that the percentage had not reached 20%.

On the other hand, the public service system (All Island Service) in Sri Lanka is different from that in Japan and government officers do not stay in one ministry but are transferred between ministries and within the country, therefore, in past preparatory surveys, it was difficult to confirm that there were more than 5 JDS returned fellows within the ministry. However, this survey confirmed that a certain number of JDS returned fellows are working in the key ministries targeted by JDS such as the Ministry of Finance, Planning and Economic Development (28 fellows) and Provincial Councils and Local Governments (56 fellows). In terms of placement in key government posts, although it was not able to confirm the occupancy rate of posts at the director level or above within central ministries, it was confirmed that a critical mass is beginning to form with JDS returned fellows being placed in the Presidential Secretariat (4 fellows), the Prime Minister's Office (1 fellow), and the Office of the Cabinet of Ministers (2 fellows).

In the interviews with JDS returned fellow working in the southern province, Mr. Kanda Uda Chandralal, Secretary (Special Grade), had become an influencer, recommending JDS Project to his capable subordinates, and several of them had already studied in Japan through his recommendation. Even after returning to Japan, he continued to treasure the connections between the JDS returned fellows and cooperated with them. Since the JDS returned fellows from rural areas tend to return to their original provincial councils and local government posts and be transferred within the state government, it is found a critical mass of JDS returned fellows is forming within the provincial councils and local government as well. Further, among the JDS returned fellows who returned to the state governments of the Northern, Eastern, and Central Provinces, the survey team found that the first and second batches of JDS returned fellows who

⁷⁶ For details, refer to “1-3-1. Administrative System and Public Service System in Sri Lanka.”

are now in managerial positions within the provincial councils and local governments became influencers and recommend JDS Project to talented young government officers there.

Furthermore, an academic critical mass had been formed among JDS returned fellows in SLIDA. Mr. Arandarage Mayura Prasad Arandara, the 2024 JDS Alumni Association President, returned to Sri Lanka after completing his doctoral studies in JDS in the fall of 2023 and is now the director of the SLIDA Research Center. He played a pivotal role in calling out to the JDS returned fellows, and many of them have applied for academic journals published by SLIDA. In the academic journal “Resilience and Innovation in Public Administration: Navigating Challenges and Embracing Opportunities for Sri Lanka Proceeding of the Research Symposium published by SLIDA in February 2025,” papers by three JDS returned fellows and one JDS fellow out of 24 were selected and published.

Regarding promotion rates, the information collected showed that 9 people (5% of JDS returned fellows) were promoted to Special Grade (Secretary level or above). One of them was promoted to a secretary of the Provincial Ministry in Sothern Province). 93 fellows (48% of the total) were promoted to Grade I (director level or above), which includes Special Grade, and were active within the government. In particular, JDS returned fellow who had been promoted to Special Grade held responsible positions within their organizations and contributed to policy formulation. There were 75 JDS returned fellows in Grade II (36%), and they are expected to be promoted to Grade I within six years.

In addition, through interviews with JDS returned fellows in Special Grade and other successful JDS returned fellows, it was confirmed that the knowledge and skills they gained during their JDS Project contributed to their promotion.

Introduction of Successful JDS Returned Fellows:

Mr. Kanda Uda Chandralal (2nd batch)
Secretary of the Provincial Ministry of Sports, Youth Affairs, Rural Development, Probation and Child Care, Women Affairs, Housing

• Reason for applying for JDS Project:

After the tsunami that struck the southern part of Sri Lanka in 2004, I became interested in Japan after hearing that it is a country prone to disasters and that the quality of its disaster prevention systems is high. I also learned that Japan has very high quality and productivity management systems not only in disaster prevention but in all other fields as well, and I wanted to learn about them and incorporate them into my own country, which is why I applied.

• Sentiment on Japan:

I think the people and culture in Japan are very similar to those in Sri Lanka. Also, by bringing my family along, I was able to expand my interactions with the local community through connections with my children's kindergarten and elementary school, and my love for Japan has grown even more through my study abroad experience.

• Utilizing the knowledge learned in Japan and its impact on career development:

Thanks to the JDS Project, I was able to develop a career that allowed me to be promoted to Special Grade. Not only was I able to obtain a master's degree to be promoted to Grade I, but I was also able to carry out several organizational reforms based on the knowledge I gained in Japan. One of these was the formulation of a reform strategy plan for the Southern Province Civil Service Training Center.

② Good Practices in Policy Formulation and Contribution to Development Issues

There are many cases where JDS returned fellows were involved in important government policy formulation and participated in important government meetings. It is confirmed that JDS returned fellows are contributing to solving development issues.

Examples of Good Practices (Contribution to Development Issues):

JDS returned fellow	Contribution to development issues
<p>Ms. Wedumpuli Achchige Muditha Malkanthi (2nd batch)</p> <p>Ministry of Finance, Planning and Economic Development, Additional Director General</p>	<p>During her working period at the ERD in the Ministry of Finance, Planning and Economic Development, she developed the draft policy for financial regulation. She was then transferred to the Ministry of Education, Higher Education and Vocational Education, where she was responsible for vocational training and other areas, and developed the policy for improving vocational training and the policy for improving vocational schools. She also developed the education policy framework.</p>
<p>Mr. Jayarathna Katumetiya Naidelage Priyankara (4th batch)</p> <p>Ministry of Finance, Planning and Economic Development, Director- Acting</p>	<p>As the head of the department dealing with transport and labor economics, he participates in the policy-making process in related areas, since the Cabinet decided that all national policies considered in the Cabinet would be handled through the department to which he belongs (the Department of National Planning).</p>
<p>Mr. Kottage Chathura Mihidum (4th batch)</p> <p>National Secretariat for Elders, Director</p>	<p>As director of the National Secretariat for Elders and additional secretary of the National Council for Elders, he has been involved in the formulation of the National Policy for Elders in Sri Lanka. Pursuant to Act No. 9 (2000) on Protection of the Rights of Elders, the primary roles of the Council are to promote and protect the welfare and rights of Elders in Sri Lanka and to assist them in living with self-respect, independence and dignity. He coordinates with the National Council and other stakeholders and is actively involved in the policy-making process.</p>
<p>Mr. Kanda Uda Chandralal (2nd batch)</p> <p>Provincial Ministry of Sports, Youth Affairs, Rural Development, Probation and Child Care, Women Affairs, Housing, Secretary</p>	<p>In 2013, he developed a strategic reform plan for the Southern Province Civil Service Training Center, improving its quality and management and helping to bring it up to the same level as the central training institutions. At the time, the center was accepting 2,800 trainees, but he transformed it into an organization that could make a profit by increasing the number of trainees it accepted. The transformation laid the foundation for the organization to accept 12,000 trainees by 2024.</p>
<p>Mr. Gammeda Liyanage Wernon Perera (2nd batch)</p> <p>Ministry of Fisheries, Aquatic and Ocean Resources, Additional Secretary</p>	<p>When the tsunami hit the southern part of Sri Lanka in 2014, he had just returned from Japan. Since there was no policy for reconstruction in Sri Lanka, he used the contents of his thesis research at the International University of Japan to formulate a policy for reconstruction. He consulted with his supervisor, and with his supervisor's support, he devised a policy for the relocation of residents affected by the tsunami. He was able to refer to the experience of Fukushima in reconstruction after the Great East Japan Earthquake in 2011.</p>

Expected outcome 3: By accepting international students, mutual understanding and friendly relations between the two countries is built, the international competitiveness of the hosting universities is strengthened, and the international intellectual network is strengthened

It has been confirmed that many of the JDS returned fellows have become more familiar with

Japan through their studies in Japan, and the number of JDS returned fellows who contribute to strengthening bilateral relations through positions closely related to Japan after returning home has increased since the preparatory survey in JFY2020. In this survey, many JDS returned fellows were identified as being involved in building and strengthening bilateral relations as senior government officers, working as counterparts in the Embassy of Japan in Sri Lanka or JICA projects (Ministry of Finance, Planning and Economic Development, etc.), and collaborating with private companies, and thus contributing to strengthening ties with Japan. The following are some examples.

Examples of Good Practices (Contribution to Strengthening Bilateral Relations):

JDS returned fellow	Contribution to Strengthening Bilateral Relations
Ms. Wedumpuli Achchige Muditha Malkanthi (2nd batch) Ministry of Finance, Planning and Economic Development, Additional Director General	After returning to Sri Lanka after completing her studies, she was appointed as the Director (Japan) in the Ministry of Finance, Planning and Economic Development (ERD) and was in charge of all Japanese projects handled by the ERD, the ODA window, until 2015.
Mr. Jayarathna Katumetiya Naidelage Priyankara (4th batch) Ministry of Finance, Planning and Economic Development, Director- Acting	He contributed to the preparation of an information system for the JICA project (Output-2) aimed at capacity development for effective public investment management in the Department of National Planning. He designed, developed, implemented and maintained the information system for project proposals.
Mr. Arandara Mayura Prasad Arandara (4th batch) SLIDA, Senior Consultant	As the president of the JDS Alumni Association for 2024, he participated in local Japan-related events. During his study at Hiroshima University, he was appointed as a “Hiroshima Tourism Ambassador” for the Hiroshima Tourism Association HIT in 2021 and engaged in activities to promote the charms of Japan and Hiroshima to his home country and the world.

In terms of strengthening bilateral relations, interviews with the Japanese Embassy in Sri Lanka, the JICA office in Sri Lanka and JDS returned fellows revealed that JDS returned fellows had contributed to strengthening bilateral relations in various ways, such as acting as negotiating liaison office for Japanese government within the Ministry of Finance, Planning and Economic Development and as counterparts for JICA projects. In recent years, lectures on strengthening bilateral relations have been a focus of the Pre-return Program in order to provide active input to JDS returned fellows, but even before these training programs were introduced, some JDS returnees were seen to be using the experience they gained during their JDS Project to work on strengthening their own relations with Japan.

In rural areas, some JDS returned fellows are teaching the Japanese language they had acquired at local educational institutions. and in interviews with the JDS returned fellows, many mentioned that their entire families had become more familiar with Japan as a result of their JDS Project as many Sri Lankan JDS fellows come with their families.

Expected outcome 4: In addition to acquiring specialized knowledge at graduate schools in Japan, female government officers who are able to demonstrate leadership in solving problems in their own countries are developed through training aimed at career development after returning home.

Female JDS fellows account for 60% of all JDS fellows in Sri Lanka. Five of the nine who were promoted to Special Grade were female JDS returned fellows, and there were many cases where the JDS Project contributed to the career development of female government officers, such as Ms. Wedumpuli Achchige Muditha Malkanthi, who became Deputy Director General of the Ministry of Finance, Planning and Economic Development, and Ms. Meegahapolage Malika Krishanthi, who was promoted to Assistant Secretary of the Ministry of Justice and National Integration, making use of the knowledge and experience gained through the JDS Project.

Introduction of Successful Female JDS Returned Fellows:

Ms. Wedumpuli Achchige Muditha Malkanthi (2nd batch)
Ministry of Finance, Planning and Economic Development, Additional Director General

• Reason for applying for JDS Project:

When I applied for JDS, I was working for the Ministry of Finance, Planning and Economic Development (ERD). I was in charge of foreign aid (Japan, Korea), so I was interested in Japan through my work. I applied for JDS because I needed a master's degree for my career development. As I researched Japan as a measure for the selection process, I became even more interested in Japan.

• Sentiment on Japan:

I studied in Japan through the JDS Project and learned about the good things about Japan, such as hospitality, punctuality, and respect for others, and I came to really like Japan. It is wonderful that even kindergarteners in Japan learn to be punctual and considerate of the environment.

• Utilizing the knowledge learned in Japan and its impact on career development:

The knowledge and experience I gained through the JDS Project have greatly contributed to my career development. After studying in Japan, I returned to the Ministry of Finance, Planning and Economic Development and served as the director (Japan & Korea) of the ERD from 2014 to 2020, so in that sense I can say that my JDS experience was put to good use in the field. I then transferred to the Ministry of Education, where I was in charge of vocational training and other areas, and developed policies to improve vocational training and vocational training schools. During my study in Japan, my research theme was governance, which is highly versatile and has been useful no matter which department I am assigned to.

• Experience with Japanese officers (Embassy, JICA, Japanese private companies):

As the Director (Japan & Korea) of the ERD, I participated in negotiations with JICA and KOICA regarding ODA projects. During my tenure, I worked to appropriately coordinate and advance the procedures for development assistance projects from Japan and Korea in line with government policies and strategies. I was involved in negotiating Loans and Grant Aid contracts and obtaining the necessary permits and licenses from the government to conclude the contracts.

Ms. Meegahapolage Malika Krishanthi (3rd batch)
Ministry of Justice, National Integration, Additional Secretary

• Reason for applying for JDS Project:

I had never thought about studying abroad. At the time of application, I was working for the Ministry of Economic Development, and when the JDS Project promotion seminar was held, the director in charge was absent, so I was in charge of arranging the session instead. At that time, an agent (JICE) invited me to apply for JDS Project, and I decided to apply.

• Sentiment on Japan:

My experience studying abroad with the JDS Project has made me feel closer to Japan. I have kept in contact with the Japanese friends I made during my stay, and in 2019 I traveled privately to Niigata, Toyama, Kanazawa, and Nagasaki with my Japanese friends.

• Utilizing knowledge learned in Japan and its impact on career development:

I am utilizing knowledge learned in Japan. For example, when I was the Director of Non-state Higher Education at the Ministry of Higher Education, I was trying to introduce the Minimum Standard for Non-state Higher Education Institutions, but since there was no such standard in this country and it was the first time it was being introduced in Sri Lanka. I considered how to introduce it in Sri Lanka by referring to existing Japanese guidelines. Through studying in Japan, I learned that Japan has excellent systems and methodologies, so when introducing new initiatives in the Ministry of Higher Education or the Ministry of Justice, I first check and refer to the methods and implementation experience in Japan. (If I had not studied in Japan, I would not have had the opportunity to refer to Japanese methods.) The JDS Project has been very useful in my work and personal life. Since obtaining a master's degree is a prerequisite for promotion to Grade I, it has greatly contributed to my career development.

• Experiences with Japanese officers (Embassy, JICA, Japanese private companies):

When I was with the Ministry of Education, I participated in the selection process (interviews) for the MEXT Scholarship. In addition, at the Ministry of Justice, where I currently work, I was in charge of coordinating the JICA program "Strengthening Fair Access to Justice (Country-specific Training)."

Survey Results:

To measure the state of effect of the JDS Project, a questionnaire survey was conducted among 107 JDS returned fellows at the director level or above on the impact of the JDS Project on their careers and their impressions of Japan, and 22 people responded. As shown above, many of the returned fellows at the director level or above responded that they had been promoted, gained influence within their organization (19 people, 86%), and are now involved as key players in policy formulation (21 people, 95%) and that JDS Project contributed to their career development. These results revealed that the JDS Project has contributed to policy formulation and career development. In addition, all respondents said that JDS Project has made them feel closer to Japan, and it is confirmed that JDS Project has made a significant contribution to fostering knowledge of Japan.

Table 31 Survey Results on the Outcomes (Impact) of the JDS (22 respondents)

1. Contributing to solving the country's development challenges	Answer (number of affirmative answer)
After returning home, have you been promoted, gained influence within your organization, or been involved as a key player in policy formulation?	19
2. Contributing to strengthening ties with Japan as a pro-Japanese person	
Did your experience with the JDS Project make you feel closer to Japan?	22
Have you participated in any JICA projects or projects?	9
3. Contribution of the JDS Project to your career	
Did JDS Project contribute to your career development or promotion?	21
4. Other secondary contributions	
Contribution to academia (excellent grades, publication in journals, dissemination of research results, etc.)	16

3-6. Issues and Recommendations

The issues and recommendations for JDS Project in Sri Lanka obtained through this Preparatory Survey are as follows.

3-6-1. Regarding the Method of Evaluating the Outcomes of the JDS Project in Sri Lanka

The survey team considered an evaluation method suitable for Sri Lanka, since the public service system (All Island Service) in Sri Lanka is different from that of other countries. As a result of the consideration, it was found that, for example, the responsibilities of government officers such as SLAS do not change significantly even if they change ministries and agencies. Therefore, when qualitatively investigating the results of JDS returned fellows, in Sri Lanka, it is considered more appropriate to evaluate whether they fulfill their responsibilities in each service category within the government after returning home, in addition to the traditional evaluation method of evaluating the utilization of research results after returning to their affiliation and contribution to development issues as results. After consulting with the PSC (Public Service Commission) and relevant parties of JDS in Sri Lanka, it was agreed that this evaluation method of the results of JDS returned fellows was suitable for the Sri Lanka system.

In addition, in the previous preparatory survey in JFY2020, it was found that in order to select candidates more suitable to the JDS Project in Sri Lanka, it was necessary to clarify the selection evaluation criteria in line with Sri Lanka's unique public service system, and the following changes to the evaluation items were proposed, which are now adopted as evaluation items in the comprehensive interview. Since in the comprehensive interview, 2 items “Candidate’s responsibilities and position in his/ her organization is relevant to the research” and “The scope and expected outcome of the research is applicable in his/ her country and contributes to solve the development issues of the country” are examined from JFY2022 onwards, it is considered

appropriate to similarly evaluate their outcomes by taking into account the responsibilities of their service categories.

**Table 32 Changes in Evaluation Items (Sub-Items)
(Proposals in the JFY2020 Preparatory Survey)**

Major changes to the evaluation items (sub-items) of the comprehensive interview
“Candidate’s responsibilities and position in his /her organization is relevant to the research” and “The scope and expected outcome of the research is applicable in his/her country and contributes to solve the development issues of the country” has been revised to “Candidate’s responsibilities, position and service category in his/ her organization is relevant to the research” and “The scope and expected outcome of the research is applicable in his/her country and contributes to solve the development issues of the country.”

The framework for the next phase will be the components and university placements centered on public policy and development economics etc., but if candidates from the technical service category of Sri Lanka Engineering Service (SLES), which is currently applicable, apply, it is essential to carefully check the suitability of the candidates. Specifically, it is important to thoroughly examine the relevance and suitability between the components and job/ research plans, assuming their career path and outcomes after studying in Japan, as well as the possibility of utilizing the research for the candidate’s career path and contributing to strengthening bilateral relations and development issues, during the interview with the candidates.

3-6-2. Critical Mass

In Sri Lanka’s public service system (All Island Service), government officers (executives) do not remain in one ministry, but are transferred within ministries and provinces, making it difficult to confirm the formation of a critical mass of JDS returned fellows in ministries and provinces. Therefore, when the formation of a critical mass was analyzed for each service category, 73% of JDS fellows were in the three service categories (SLAS, SLPS, and SLAcS) of elite government officers responsible for policy planning.

In Sri Lanka, the percentage of JDS fellows in the total number of government officers (executives) in the three service categories (SLAS, SLPS, SLAcS) was SLAS (approximately 5%), SLPS (approximately 3%), and SLAcS (approximately 1%). In the previous preparatory survey in JFY2020, the survey team had proposed that the percentage of JDS fellows who fall into the three service categories (SLAS, SLPS, and SLAcS) should reach 3% of the total number of the three service category officers within 10 years, but as of May 2025 the number of JDS fellows has already reached 3.7% of the total number of officers in the three service categories.

As mentioned above, in the Sri Lankan public service system (All Island Service), government officers (executives) do not stay in one ministry but are transferred within ministries, agencies, and provinces. Therefore, in past preparatory surveys, it was difficult to confirm a certain number of JDS returned fellows working within ministries and provinces. However, in this preparatory survey, the survey team were able to confirm that a certain number of JDS returned fellows are working in the important ministries and provinces targeted by the JDS Project, namely the

Ministry of Finance, Planning and Economic Development (28 people), Presidential Secretariat and Prime Minister's Office (5 people), Southern Province (5 people), Central Province (5 people), and Sabaragamuwa Province (5 people). Although a critical mass has not yet been formed, the survey team was able to confirm that a group of 5 or more JDS returned fellows has been formed in the organization in Sri Lanka as well.

This survey revealed that while there is no tendency for government officers (executives) to continue working in the same ministry in central ministries, there is a strong tendency for those in local state governments to return to the posts within the same province after studying abroad and to move within the same province to develop their careers. According to the JICA Sri Lanka office, the Japanese government recognize the importance of implementing ODA projects in less developed areas such as the Northern and Eastern provinces in the future. In order to increase the number of JDS fellows in the Northern and Eastern provinces, which is expected to be a counterpart to realizing these projects, it would be useful to target the candidates in the Northern and Eastern provinces in the future and work to form a critical mass in those provinces.

To this end, it will be important to promote and disseminate the JDS Project more strategically in the next phase of recruitment activities, such as strengthening recruitment, public relations, and event activities in these regional states. In the interview survey with JDS returned fellows in the region, many of them said they had become interested in and familiar with Japan after watching the Japanese TV drama "Oshin." Although it is difficult to promote the JDS Project using television broadcasting, it is also effective to carry out public relations activities when recruiting, taking into account the possibility that introducing Japan using Japanese TV dramas, which are familiar in Sri Lanka, may have an influence on potential applicants' decisions to study in Japan.

In the next phase, a new component, "International Relations and Development," has been added, which is expected to increase the number of candidates from the Ministry of Foreign Affairs, Foreign Employment and Tourism and there is a possibility that a critical mass will be formed within the ministry. Currently there are already several JDS returned fellows, although they belong to SLAS, who have taken a special exam to transfer to the Ministry of Foreign Affairs, Foreign Employment and Tourism and are working there. Therefore, it is important to utilize the know-how of encouraging applications that the agent has cultivated so far and actively carry out recruitment and public relations activities within the Ministry with the cooperation of JDS returned fellows.

3-6-3. Further Improvement in the Ratio of Positions Held by JDS Returned Fellows

In Sri Lanka, SLAS officers are considered to be even more elite among the elite government officers, and in fact, all JDS returned fellows who are currently promoted to the Special Grade were SLAS officers. In addition, in terms of the percentage of the Special Grade posts by job category, SLAS officers occupied more than 60% of the positions in the five job categories in table 5. From this, it can be assumed that SLAS have a high probability of being promoted among government officers. Therefore, one attempt to further increase the percentage of the Special Grade held by JDS returned fellows would be to target SLAS officers, which have a high probability of being promoted to the Special Grade.

3-6-4. Follow-up for JDS Returned Fellows

① Using the Knowledge Gained in Japan

In Sri Lanka's public service system (All Islands Service), government officers do not stay in one ministry but are transferred within the ministry and country, Japanese side officers have raised concerns that past JDS returned fellows are assigned to a ministry different from the one they were in before studying in Japan, as the results of their research in Japan could not be utilized. However, through the interview survey with the Ministry of Public Administration, Provincial Councils, and Local Government again, it was explained that generally, priority is given to JDS returned fellows to their original affiliations, and while transfer is a requirement for the All Islands Service, and expertise is also taken into consideration and whenever possible efforts are made to place officers in posts related to the fields they researched in their master's degree programs. On the other hand, it was also explained that JDS returned fellows are not always assigned exactly according to their request, and in some cases, they are assigned to vacant posts outside their field of expertise, and that it is sometimes difficult to continue offering them the same posts within the government.

With regard to personnel matters within the government, it is considered difficult for the Sri Lankan members of the Operating Committee alone to respond to and adjust the Japanese side's requests as they wish, but the Japanese side should continue to encourage the Sri Lankan side to make use of the expertise gained in Japan by JDS returned fellows, which may be taken into account in the current personnel system. It is therefore important to follow up to ensure that returned fellows are utilized effectively.

② Alumni Activities

At the strong request of the Sri Lankan and Japanese governments, the JDS Alumni Association was launched in March 2024. The alumni association plans to hold events once a year in Colombo, but it is also important to consider activities in local areas, such as holding alumni meetings at promotion seminar in local areas, rather than concentrating activities only in Colombo, and to follow up by involving JDS returned fellow in other projects and activities implemented by the

JICA Sri Lanka office in local areas.

The JICA Sri Lanka Office is taking advantage of opportunities such as alumni associations and follow-up activities for JDS returned fellows to not only distribute information of the JCP but also introduce the JICA Sri Lanka Office's project policy and ongoing projects and is calling on the ministries to which the JDS returned fellows belong to make proposals for project formation to the JICA Sri Lanka Office. These efforts by the JICA Sri Lanka Office are not only linked to the utilization of JDS returned fellows but also make it easier for them to communicate with each other and are expected to incorporate excellent project proposals and contribute to building bilateral relations. Therefore, it is important to continue these efforts.

3-6-5. Initiatives to Promote Gender Equality

The survey team conducted a survey on gender-related policies and human resource development policies in the personnel affairs of the Sri Lankan government's government officers, as well as various data by gender. In Sri Lanka, the ratio of female government officers is high, and the female participation rate in the JDS Project is also high, averaging 76% in the past three years of the fourth phase of the JDS Project.

However, the proportion of female government officers at the secretary level or above is lower than that of male government officers overall. In the Special Grade level, which is a position of director general or above, there are more male officers than female, with female officers making up about 40% of the total. In order to support female JDS returned fellows in taking up positions of director general or above, it is necessary to promote appropriate efforts to promote gender equality in the JDS Project (implementing training during their stay in Japan, and supporting the career development, promotion, and networking of female government officers after their return).

SLIDA, which is mentioned in "1-3-2. Public Service Human Resource Development System," provides gender training for government officers with the support of UNFPA, and since it also trains instructors for gender training, it is possible to implement women's leadership training for female JDS returned fellows. In addition, the director of the SLIDA training center, a JDS returned fellow, confirmed that the following training content is possible:

【Training Contents】

Gender Equality Training

Leadership Training for Female Government Officers

Female Officer's Career Development and Design Training Support for Female Alumni Activities

Networking Meetings for Female Managers

By utilizing local knowledge and experience to conduct leadership training for female JDS fellows, it is expected that it will not only be possible to develop female leaders in Sri Lanka, but that it will also become a good practice for other countries.

End

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 Sri Lanka (Draft)
6. Basic Plan for the Target Priority Areas (Draft)
7. Summary of the Result of Supplementary Survey on Target Organizations
8. Good Practices by JDS Returned Fellows in Sri Lanka

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Ms. IDE Yuri	Leader	Senior Representative JICA Sri Lanka Office
Ms. ITO Yukiko	Cooperation Planning	Representative JICA Sri Lanka Office
<Consultants>		
Mr. ISHIRO Jun	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Mr. NAKANO Noriyuki	Sub Human Resource Development Planning	Director of Management Division International Student Programs Department I, JICE
Ms. HASHIMOTO Wakako	Overseas Study Planning	Assistant to the Managing Director International Student Programs Department I, JICE
Mr. YAMASHITA Tatsuya	Needs Survey (1)	Project Leader, JDS Sri Lanka International Student Programs Division, International Student Programs Department I, JICE
Ms. MIYAZAWA Akiko	Needs Survey (2)	Country Officer, JDS Sri Lanka International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the JDS Preparatory Survey

	Field Survey	In Japan	Accepting Universities
2024 Jun.	Mar.-Jun. (JICA/ Embassy/ MOFA) · Formulation of the list of target areas and development issues (Sub-Program/ Component) · Explanation of the outline of JDS Project to the government of the recipient countries	Jun. · Implementation of the request survey of accepting universities (JICA)	
Jul.			Jun.-Jul. · Formulation and submission of proposals
Aug.		Aug. · Conclusion of a contract with the consultant	
Sep.		Sep. · Preparation for field survey	
Oct.	Sep.-Oct. [Survey on the needs and achievements of JDS Project by the consultant] · Information collection of civil servant system · Information collection of Gender policy in human resource development system for government officials	Oct. First Field Survey [Agreement on the project framework] (OC/JICA Survey Team) · Agreement on the new project framework and implementation structure · Agreement on JDS target issues (Sub-Program, Component) · Selection and agreement on Target Organizations and target demographic · Selection and agreement on accepting universities	Sep.-Oct. [University review / survey] · Evaluation of Proposals · Review of proposals from universities · Survey on prospective accepting universities
Nov.		Nov.-Dec. Preparation of draft basic plan for development issues	
Dec.			
2025 Jan.	Jan. 2025 Second Field Survey · Confirmation of selection procedures · Confirmation of draft basic plans · Confirmation of follow-up activities	Jan. Preparation of the draft report on the preparatory survey Jan. Preparation of the outline design of the budget	
Feb.		Feb. Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.		Mar. Notification of the result of the selection to accepting universities (JICA)	Mar. Receipt of the result of the selection, and preparation for accepting JDS Fellows
Apr.		Apr. Preparation of the report on the preparatory survey Apr. Decision on the implementation of JDS Project by Japanese government (Cabinet meeting)	
May.		(May. Finalization of the report on the preparatory survey)	
Jun.	Flow after Preparatory Survey		
	Jun.- · Exchange of Note (E/N) · Grant Agreement (G/A) · Contract between a client of the recipient countries and an agent		
2025 Jul. to 2026 Feb.	Aug.- Recruitment Nov.- · 1st screening by application document · Health examination Dec. to Feb. 2026 · 2nd screening by Technical Interview with university faculty		Participate in Selection Nov.- · Screening by application document Dec. to Feb. 2026 · Technical Interview in the recipient countries
Mar. to Jul.	-Mar. · 3rd screening by Comprehensive Interview with OC members Jul. Pre-departure orientation		Apr.- Preparation for Enrollment
Aug.		Aug. Student Arrival Briefing and Orientation	
Sep.			Sept.- Enrollment

Preparatory Survey
for the Project for Human Resource Development Scholarship (JDS) – Sri Lanka
List of Contact Persons (First Field Survey)

Date	Contact Persons
November 25 (Mon) 16:00~17:00	<p>■ Embassy of Japan in Sri Lanka</p> <p>Mr. Kenji Ohashi, First Secretary, Head of Economic and Development Cooperation Section</p> <p>Mr. Hiroki Inoue, Second Secretary, Economic and Development Cooperation Section</p>
November 26 (Tue) 9:00~10:00 11:30~12:30	<p>■ Ministry of Education, Higher Education and Vocational Education</p> <p>Ms. Samantha Senanayake, Additional Secretary (A former JDS Operating Committee Member, former official of Ministry of Public Administration, Provincial Councils and Local Government)</p> <p>■ JICA Sri Lanka Office</p> <p>Ms. Yuri Ide, Senior Representative</p> <p>Ms. Yukiko Ito, Representative</p>
November 27 (Wed) 13:00~14:00 14:30~16:30	<p>■ Ministry of Education, Higher Education and Vocational Education</p> <p>Ms. Apsara Caldera, Additional Secretary, JDS Operating Committee Member</p> <p>JDS Returned Fellows (Graduates of International University of Japan)</p> <p>Ms. M. K. Sithara Jayasena, Additional Director General, Ministry of Finance, Planning and Economic Development</p> <p>Mr. G. L. Wernon Perera, Additional Secretary, Presidential Secretariat Office</p> <p>Mr. W.A. Muditha Malkanthi, Additional Director General, Ministry of Finance, Planning and Economic Development</p> <p>Ms. M. Malika Krishanthi, Additional Secretary, Ministry of Justice and National Integration</p> <p>(In attendance)</p> <p>Ms. Yuri Ide, Senior Representative, JICA Sri Lanka Office</p> <p>Ms. Yukiko Ito, Representative, JICA Sri Lanka Office</p> <p>Mr. Thiyagarajah Parmenides, Senior Specialist, JICA Sri Lanka Office</p>
November 28 (Thu) 13:00~14:00	<p>■ Public Service Commission</p> <p>Ms. Thanuja Murugeson, Additional Secretary</p>
November 29 (Fri) 9:00~10:30	<p>■ Ministry of Public Administration, Provincial Councils and Local Government</p> <p>Mr. S. Aloka Bandara, Secretary</p> <p>Mrs. H.A.D.C. Jayasekara, Additional Secretary, Public Administration</p>

Date	Contact Persons
13:00~15:00	<p>Mrs. S. Jalatheepan, Additional Secretary, Human Resources Development (JDS Operating Committee Member)</p> <p>Mr. H.A. Chandana Kumarasingha, Director General, Establishment Division</p> <p>■ JDS Returned Fellows (Southern Province)</p> <p>Mr. K.U. Chandralal, Secretary to the Governor, Southern Provincial Council</p> <p>Ms. Amarasinghe Kankanamge Eranthika Madhusarani, Assistant Director</p> <p>Ms. ATAPATTU HEWA Boruppage Sajani Rasanthika, Industrial Relation Officer, Board of Investments</p> <p>Ms. AMARASINGHE Akmeemana Palliye Guruge Roshan Tharanga, Assistant Chief Secretary, Southern Provincial Council</p> <p>Mr. MADUSANKA Nanayakkarawasam Pallage Ishara, Irrigation Engineer, Irrigation Department</p>
<p>December 2 (Mon)</p> <p>11:00~12:00</p> <p>14:00~15:00</p>	<p>■ Presidential Secretariat</p> <p>Dr. N.S. Kumanayake, Ph.D., Secretary to the President</p> <p>Mr. GGSC Roshan, Senior Additional Secretary to the President</p> <p>■ KOICA</p> <p>Mr. Young Whan KIM, Deputy Country Director</p> <p>Mr. Hamin Lee, Senior Manager</p> <p>Ms. Anusha, Local Staff</p>
<p>December 3 (Tue)</p> <p>8:30~9:30</p> <p>10:00~11:00</p> <p>12:00~14:00</p>	<p>■ External Resources Department (ERD), Ministry of Finance, Planning and Economic Development</p> <p>Mr. Samantha Bandara, Director General</p> <p>Mr. Rohan Crishantha, Director, Technical Assistance Division</p> <p>Ms. Chandrika Senanayake, Deputy Director, Technical Assistance Division</p> <p>Ms. Thanuja Dilrukshi, Research Assistant, Technical Assistance Division</p> <p>■ JICA Sri Lanka office</p> <p>Ms. Yuri Ide, Senior Representative</p> <p>Ms. Yukiko Ito, Representative</p> <p>■ Australia Awards (IDP Education Australia)</p> <p>Mr. Tony Crooks, Team Leader for Australia Awards South Asia and Mongolia</p> <p>Mr. Dale Kanagasabay, Country Program Manager, Sri Lanka & Maldives</p> <p>Ms. Kushmin Perera, Program Coordinator, Sri Lanka & Maldives</p>

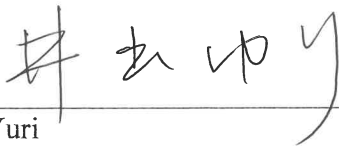
**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA**

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

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by Ide, Yuri, Senior Representative, JICA Sri Lanka Office from November to December 2024.

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

Colombo, December 5th, 2024



Ide, Yuri
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Samantha Bandara
Director General
Department External resources
Ministry of Finance, Planning and Economic
Development

I. The Objective of the Preparatory Survey

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

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from the Japanese fiscal year 2025 to 2028 to be implemented under Japan’s grant aid
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for public servants in Sri Lanka
- (3) To explain the outline of the JDS Project to the relevant parties of Sri Lanka
- (4) To estimate the overall costs of the first cycle, that is a period of five years of the JDS Project

II. The Objective of the JDS Project

The objective of the JDS Project is to support human resource development in recipient countries of Japanese Grant Aid, through highly capable, young 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 Sri Lanka and Japan.

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

III. The Framework of the JDS Project

1. Project Implementation

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

2. Implementation Coordination

Both parties confirmed that the implementation coordination of the JDS Project is as follows.

(1) Implementing Organization

Ministry of Finance, Planning and Economic Development

(2) Operating Committee

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

Sri Lanka side

- Ministry of Finance, Planning and Economic Development (Chair)
- Ministry of Public Administration, Provincial Councils and Local Government
- Ministry of Education, Higher Education and Vocational Education
- Public Services Commission

Japanese side

- Embassy of Japan
- JICA Sri Lanka Office

3. Target Areas of the JDS Project

Based on the discussion held between both parties, target priority areas as Sub-Program

and target development issues as Component are identified below.

Sub-Program: Building a Strong Base for Inclusive and Sustained Economic Growth

Components

- 1-1 Public Policy Studies
 - 1-1-1 Public Policy Studies
 - 1-1-2 International Relations and International Development
- 1-2 Economics
 - 1-2-1 Macroeconomics Studies
 - 1-2-2 Public Finance and Investment Management
 - 1-2-3 Industry Development Policy and Investment Promotion

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

The expected number of JDS Fellows per batch for the Succeeding Four Batches is sixteen (16) for the Master's Program, and one (1) for Ph.D. Program from the Japanese fiscal year 2025 (arrival in Japan fiscal year 2026) to 2028(arrival in Japan fiscal year 2029).

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

5. Target Organizations

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

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

6. Accepting Universities and Quota per Component

Based on the discussion held between both parties, it was agreed that the Master's Programs of the candidate's universities, which were selected from that applied to JICA's public recruitment for the next phase of this JDS Project, and the Quota per Component as ANNEX 3.

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

Accepting University:

International University of Japan, Graduate School of International Relations (GSIR) / Public Management and Policy Analysis Program (PMPP) (2 slots)

Meiji University, Graduate School of Governance Studies (English Track) (2 slots)

University of Tsukuba, Graduate School of Science and Technology/ Master's Program in Environmental Sciences/SUSTEP Program (2 slots)

2) Development Issue as Component 1-1-2: International Relations and International Development

Accepting University:

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

3) Development Issue as Component 1-2-1: Macroeconomics Studies

Accepting University:

Kobe University, Graduate School of International Cooperation Studies/ Special Course for Development Policy (2 slots)

Hiroshima University, Graduate School of Humanities and Social Sciences Division of Humanities and Social Sciences International Economic Development Program (IEconDP), Graduate School of Innovation and Practice for Smart Society Social Innovation Science (SIS) (2 slots)

4) Development Issue as Component 1-2-2: Public Finance and Investment Management

Accepting University:

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

- 5) Development Issue as Component 1-2-3: Industry Development Policy and Investment Promotion

Accepting University:

International University of Japan, Graduate School of International Management (GSIM) MBA Program Japan-Global Development Program (2 slots)

7. Basic Plan for Each Component

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

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

IV. Undertakings of the Project

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

V. Project Monitoring Report on JDS

Both parties confirmed the Project Monitoring Report on JDS (hereinafter referred to as “the PMR” and Submission form as described in ANNEX 6.

VI. Important Matters Discussed

1. Consideration of Increase in the Number of Master’s Program and Reduction in the Number of Ph.D. Program

Both parties discussed the number of both programs. It was agreed that increase in the number of master’s program from fifteen to sixteen, and reduction of the number of Ph.D. program from two to one due to the needs from the Sri Lanka side.

2. Monitoring and Evaluation of JDS Returned Fellows

It was agreed that monitoring and evaluation of returned JDS Fellows should be done actively by both sides. In addition, holding an alumni group actively could be considered for enhancing knowledge sharing and networking among JDS Fellows including candidates.

3. Pursuing Value-Added Programs

Both parties discussed the added value of the JDS Project compared to scholarship programs offered by competing countries. In addition to the programs at each accepting university, how to implement them as a value-added service of the JDS Project will also be considered.

4. Initiatives to Promote Gender Equality

Both parties confirmed the JDS project will promote the participation and capacity development of female public servants in order to promote gender equality and women's empowerment. In addition, both parties agreed to adopt gender-oriented initiatives such as gender-mainstreaming training during studying in Japan, as well as training and networking opportunities among female alumni for career development upon their return to Sri Lanka.

yi

h

5. Strategic Recruitment and Selection of Candidates

Both parties proposed the measures of strategic recruitment and selection of candidates in view of strengthening the bilateral relationship between Sri Lanka and Japan as well as the career path of JDS Returned Fellows. Increasing the recruiting activities involving returning students will aim to achieve more candidate applications resulting in greater alumni association activities. It was confirmed that both parties would make efforts to increase participation from organizations which contribute to bilateral relations between Sri Lanka and Japan.

Furthermore, it was agreed that both parties would keep in mind to select competent candidates who could commit to study in Japan.

ANNEX 1: Flowchart of the Preparatory Survey

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

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

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

ANNEX 5: Undertakings of the Project (Draft)

ANNEX 6: Project Monitoring Report on JDS (Draft)

Flowchart of the JDS Preparatory Survey

ANNEX1

	Field Survey	In Japan	Accepting Universities
2024 Jun.	Mar. - Jun. (JICA/ Embassy/ MOFA) · Formulation of the list of target areas and development issues (Sub-Program/ Component) · Explanation of the outline of JDS Project	Jun. · Implementation of the request survey of accepting universities (JICA)	Jun. - Jul. · Formulation and submission of proposals
Jul.			
Aug.		Aug. · Conclusion of a contract with the	
Sep.		Sep. · Preparation for field survey	
Oct.		Sep. - Oct. [University review / survey] · Evaluation of Proposals · Review of proposals from universities · Survey on prospective accepting universities	
Nov.	Nov. - Dec. [Survey on the needs and achievements of JDS Project by the consultant] · Information collection of civil servant system	Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) · Agreement on the new project framework and implementation structure · Agreement on JDS target issues (Sub-Program, Component) · Selection and agreement on Target Organizations and target demographic	
Dec.	· Information collection of Gender policy in human resource development system for government officials		Dec. - Jan. Preparation of draft basic plan for development issues
2025 Jan.	Jan. 2025 [Agreement on the project framework 2/2] (OC/JICA Survey Team) · Confirmation of selection procedures · Confirmation of draft basic plans	Jan. Preparation of the draft report on the preparatory survey	
Feb.	· Confirmation of follow-up activities	Jan. Preparation of the outline design of the budget Feb. Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.		Mar. Notification of the result of the selection to accepting universities (JICA)	Mar. Receipt of the result of the selection, and preparation for accepting JDS Fellows
Apr.		Apr. Preparation of the report on the	
May	Apr. Decision on the implementation of JDS Project by Japanese government (Cabinet meeting)	(May. Finalization of the report on the	
Jun.	Flow after Preparatory Survey		
	Jun. - · Exchange of Note (E/N) · Grant Agreement (G/A)		
2025 Jul. to 2026 Feb.	Aug.- Recruitment Nov.- · 1st screening by application document · Health examination Dec. - Feb.2026 · 2nd screening by Technical Interview with university faculty		Participate in Selection Nov.- · Screening by application document Dec. - Feb. 2026 · Technical Interview in the recipient
Mar. to Jul.	-Mar. Jul. Pre-departure orientation		Apr.- Preparation for Enrollment
Aug.		Aug. Student Arrival Briefing and Orientation	
Sep.			Sept.- Enrollment

4

yi

Flowchart of JDS Project for the Succeeding Four Batches

	JFY 2024				JFY 2025				JFY 2026		JFY 2027		JFY 2028		JFY 2029		JFY 2030		JFY 2031		JFY 2032		
	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
Preparatory Survey for Planning Outline Design for JFY 2025	<p>[Preparatory Survey] (Agreement on Basic Plan for next 4)</p> <p>⊙ : Cabinet E/N Missing G/A</p>																						
- 1st Batch E/N in JFY 2025 (1) for 5 Terms (for JDS Fellows 2026)	<p>→ recruitment & selection</p> <p>▲ arrival of JDS fellows</p> <p>★ recruitment</p> <p>② selection</p>																						
- 2nd Batch E/N in JFY 2026 (2) for 5 Terms (for JDS Fellows 2027)	<p>→ recruitment & selection</p> <p>▲ arrival of JDS fellows</p> <p>★ recruitment</p> <p>③ selection</p>																						
- 3rd Batch E/N in JFY 2027 (3) for 5 Terms (for JDS Fellows 2028)	<p>→ recruitment & selection</p> <p>▲ arrival of JDS fellows</p> <p>★ recruitment</p> <p>④ selection</p>																						
- 4th Batch E/N in JFY 2028 (4) for 5 Terms (for JDS Fellows 2029)	<p>→ recruitment & selection</p> <p>▲ arrival of JDS fellows</p> <p>★ recruitment</p> <p>⑤ selection</p>																						

Project Period for 8 years

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

zi

Design of JDS project for the Succeeding Four Batches

Sub-program (JDS Target Priority Area)	Component (JDS Target Development Issue)	slots	Expected Theme of the Research/Possible Fields of Study	Target Applicants	Expected Main Target Organizations	Accepting University
1. Building a Strong Base for Inclusive and Sustained Economic Growth	1-1 Public Policy Studies	6	-Public Policy Formulation, Institutional Design, and Analysis -National Development Policies -Social and Welfare Policies -Central and Local Administration -Local Autonomy -Environmental and Energy Policies -Science and Technology Innovation Policies -ICT Policies -Urban Development Policies (including Disaster Prevention)	-Public Employees	<ul style="list-style-type: none"> - "Executives/Senior Executives", those who are mentioned in the Public Administration Circular No.06/2006, Annexure II, Page 2, IV Senior Level, and Page 5, 3.10 & 3.11. - Officials those who belong to National Building Research Organization (NBRO), Central Environmental Authority (CEA), National Water Supply and Drainage Board (NWSDB), Waste Management Authority (WMA) can only apply to University of TSUKUBA under the component 1-1 "Public Policy". - Officials those who belong to Board of Investment (BOI) can only apply to the component 1-2-3 "Industry Development Policy and Investment Promotion". 	International University of Japan Graduate School of International Relations (GSIR)
		2	-1-1-2. International Relations -International Development			Nagoya University Graduate School of International Development
	4	-Economic Development including Sustainable Growth and Job Creation -Macroeconomics / Econometrics -Statistics / Statistical Analysis -Environment and Agricultural Economics	Kobe University Graduate School of International Cooperation Studies			
	2	-Fiscal Policy -Fiscal Management / Policy -Public Investment Management / Policy Infrastructure Management	Hiroshima University Graduate School of Humanities and Social Sciences / Graduate School of Innovation and Practice for Smart Society			
	1-2 Economics	2	-Industrial Policy -Investment and Export Promotion -Small and Medium Enterprise (SME) Promotion Policy -Promotion of Private Investment			Nagoya University Graduate School of International Development
		16				International University of Japan Graduate School of International Management (GSIM)

The Project for Human Resource Development Scholarship (JDS)
Basic Plan for each component (Draft)

Basic Information of Target Priority Area (Sub-Program)

1. Country: Democratic Socialist Republic of Sri Lanka
2. Target Priority (Sub-Program) Area:
3. Operating Committee:
 Sri Lanka side: Ministry of Finance, Planning and Economic Development (Department of External Resources), Public Service Commission, Ministry of Public Administration, Provincial Councils and Local Government, Ministry of Education, Higher Education and Vocational Education
 Japan side: Embassy of Japan, JICA Sri Lanka Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

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

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

--

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

--

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

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

(5) Activity (Example)

Graduate School of XXX



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

(6)-1 Inputs from the Japanese Side

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

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

1 batch X fellows × 4 years = X fellows
 From the year 2026 (Until 2028) : X fellows, From the year 2027 (Until 2029) : X fellows
 From the year 2028 (Until 2030) : X fellows, From the year 2029 (Until 2031) : X fellows

(7) Inputs from the Sri Lanka 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

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

*Study Topics that are highly relevant to applicant's career development & beneficial to their organization will be given highest priority.
 - 6) Others
 - A person of sound mind and body

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

- ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.
- ✓ Those who are currently awarded or scheduled to receive another scholarship.
- ✓ Those who have obtained a master's or higher degree overseas under the support of foreign scholarship.



Undertakings of the Project (Draft)

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

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after the signing of the G/A	ERD	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	ERD	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after the signing of the G/A	ERD	N/A	
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after the signing of the contract	ERD	N/A	
5	To bear the following commissions to a bank in Japan for the banking services based upon the B/A		ERD		
	1) Advising commission of A/P	Within 1 month after the signing of the contract	ERD	approx. JPY10,000.-	
	2) Payment commission for A/P	Every payment	ERD	approx. 0.1% of the payment amount	

6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	ERD	N/A	
7	To organize the Committee meeting	During the Project	ERD	N/A	
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services are exempted	During the Project	ERD	N/A	
9	To accord the Japanese physical persons and/or physical persons of third countries whose services may be required in connection with the supply of the products and/or the services such facilities as may be necessary for their entry into the country of the Recipient and stay therein for the performance of their work	During the Project	ERD	N/A	
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	ERD	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	ERD	N/A	
12	To ensure the safety of persons engaged in the implementation of the Project in the country of the Recipient	During the Project	ERD	N/A	
13	1) To submit Project Monitoring Report on JDS	Every half year	ERD	N/A	
	2) To submit Project Monitoring Report on JDS (final), and	After completion of the Project	ERD	N/A	
14	To ensure that the knowledge acquired by the Sri Lankan physical persons as a result of the Grant is not used for military purposes	After completion of the Project	ERD	N/A	

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

(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		

(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)	_____ Person in Charge (Designation) _____ _____ Contacts Address: _____ Phone/FAX: _____ Email: _____
Executing Agency	_____ Person in Charge (Designation) _____ _____ Contacts Address: _____ Phone/FAX: _____ Email: _____
Agent	_____ Person in Charge (Designation) _____ _____ Contacts Address: _____ Phone/FAX: _____ Email: _____

General Information:

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

1: Project Description

1-1 Project Objective

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. 		

Yji

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.

DRAFT

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

6

yi

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. JPY10,000.	
	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	

4
Agi

	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 記入例【国債案件用】

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。)

※本 Schedule of Payment の当初作成日付を記入し、その後支払いスケジュールに変更が生じた場合は、更新した日付を記入してください。
 2022/11/10
 Revised 20XX-XX-XX
 Revised 20XX-XX-XX

Project Title	IDS (The Project for Human Resource Development Scholarship)
Country	日本
IPN	Signed date:
Agent	
Contact	Signed date:

1. Agent Fee
 Time for Completion:
 Date of issue of Authorization to Pay (A/P):

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

※当初の請求予定時期(自社取引銀行への書類提出予定日)をOriginalとして記入し、変更を要する場合は変更後の請求予定時期をRevised 1, 2, 3と追記してください。
 ※Actualとして、実績の着金日を追記ください。

※支払予定を変更する場合は、必ず変更となった理由を記載してください。

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	3 FEB, 2023 (Original) 5 MAR, 2023 (Revised 1) 15 MAY, 2023 (Revised 2)	Revised 1: Delay in CIA 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, 2023 (Original)	
Total		XXXX,XXX			

2. Scholarship Cost
 Time for Completion:
 Date of issue of Authorization to Pay (A/P):

Date of concurrence:
 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	4 APR, 2023 (Original) 5 MAY, 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) 15 MAY, 2022 (Actual)	
Second Payment	2	XXX,XXX	XXX,XXX	3 APR, 2023 (Original) 5 MAY, 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) 15 MAY, 2022 (Actual)	
Second Payment	3	XXX,XXX	XXX,XXX	3 APR, 2023 (Original) 5 MAY, 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) 15 MAY, 2022 (Actual)	
Second Payment	4	XXX,XXX	XXX,XXX	3 APR, 2023 (Original) 5 MAY, 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) 15 MAY, 2022 (Actual)	
Second Payment	5	XXX,XXX	XXX,XXX	3 APR, 2023 (Original) 5 MAY, 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		XXXX,XXX			

【この書き出しは本様例用字に制限と記入例です】
 05. 国債案件では、契約書の「Payment Schedule」に規定している支払条件と、ターム情報を記入してください。ただし、国債案件でも、各支払条件にターム情報が規定されていない場合は、ある場合は、ターム情報は記入不要です。

Handwritten mark

Handwritten mark

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

6

yi

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 Third Interim Payment			1st		
				2nd		
				3rd		
				4th		
				5th		
				6th		
Term 3	Fourth Interim Payment Fifth Interim Payment			1st		
				2nd		
				3rd		
				4th		
				5th		
				6th		
Term 4	Sixth Interim Payment Seventh Interim Payment/ Final Payment			1st		
				2nd		
				3rd		
				4th		
				5th		

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

RECEIVED

aji

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]

✍

yi

Number of Fellows to Be Accepted for the Next Four Batches under the JDS Project in Sri Lanka (Master's Course) (Draft)

Sri Lanka

Sub-Program	Component	Accepting University	Graduate School	Number of JDS Fellows in 4 Batches (Draft)				Total	
				1st Batch	2nd Batch	3rd Batch	4th Batch		
1. Building a Strong Base for Inclusive and Sustained Economic Growth	1-1 Public Policy Studies	International University of Japan	Graduate School of International Relations	2	2	2	2	8	
		Meiji University	Graduate School of Governance Studies	2	2	2	2	8	
		University of Tsukuba	Graduate School of Life and Environment Studies	2	2	2	2	8	
	1-1-2 International Relations and International Development	Nagoya University	Graduate School of International Development, Department	2	2	2	2	8	
		Kobe University	Graduate School of International Cooperation Studies	2	2	2	2	8	
		Hiroshima University	Graduate School of Humanities and Social Sciences/ Graduate School of Innovation and Practice for Smart Society	2	2	2	2	8	
	1-2 Economics	1-2-1 Macroeconomics Studies	Nagoya University	Graduate School of International Development	2	2	2	2	8
			International University of Japan	Graduate School of International Management	2	2	2	2	8
		1-2-2 Public Finance and Investment Management	Nagoya University	Graduate School of International Development	2	2	2	2	8
			International University of Japan	Graduate School of International Management	2	2	2	2	8
Maximum number per year				16	16	16	16	64	

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

Basic Information of Target Priority Area (Sub-Program)

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

Itemized Table 1-1-1

1. Outline of Sub-Program / Component

(1) Basic Information

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

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

In Sri Lanka, the economy has been struggling due to the long-standing structural challenges and the impact of the COVID-19 pandemic, leading to an unprecedented economic crisis, as seen in the announcement of the suspension of external debt repayment in April 2022. Currently, the country is working on various structural reforms under the IMF program, but there are still significant challenges to address, including fiscal soundness and strengthening governance. To overcome these challenges, recover from the economic crisis, and further grow, consistent policy implementation and improved policy formulation skills among government officials are important. In particular, the country is expected to face the challenges of a declining working-age population resulting from an aging society and increased expenditures related to social security costs. It is crucial to develop human resources who can analyze these challenges from a specialized perspective and develop evidence-based policies for implementation.

Additionally, the country needs to address its vulnerability to natural disasters due to its topographical and meteorological features, environmental destruction and pollution caused by the development of various infrastructures, and energy shortages, as well as the promotion of ICT, science, technology, and innovation as the basis for economic growth. In these fields, developing government officials, who can lead the formulation and implementation of appropriate policies from a professional standpoint, is highly required.

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

"Promotion of Quality Growth", "Inclusive Development" and "Mitigation of Vulnerability" are set as the priority areas in the "Country Assistance Policy to Sri Lanka" which was issued in January 2018.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (March 2020) also notes that in order to promote further development of the country, it would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Project for Capacity Development on Effective Public Investment Management (In Progress)
- Fiscal and Financial Stabilization (In Progress)
- Establishment of a Fair and Competitive Business Environment (Planned)
- Support Promotion of ICT/BPM Industry towards Japan Market (In Progress)
- Project for Strengthening the Capacity of Landslide Disaster Prevention for Resilient Road Transportation (In Progress)
- Project for Strengthening Plastic Management Capacity (In Progress)
- Project on Capacity Development for Urban Planning (In Progress)
- Project for Capacity Building of Meteorological Observation, Weather Forecasting and Warning Issuance by utilization of Weather Rada (In Progress)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in Public Policy Formulation, Institutional Design, and Analysis, National Development Policies, Social and Welfare Policies, Central and Local Administration, Local Autonomy, Environmental and Energy Policies, Science and Technology Innovation Policies, ICT Policies, Urban Development Policies (Including Disaster Prevention).

2) Project purpose

To ensure that government officials, who are engaged in Public Policy Formulation, Institutional Design, and Analysis, National Development Policies, Social and Welfare Policies, Central and Local Administration, Local Autonomy, Environmental and Energy Policies, Science and Technology Innovation Policies, ICT Policies, Urban Development Policies (Including Disaster Prevention), improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

- 1) International University of Japan, Graduate School of International Relations (GSIR)
2 Fellows / year, total 8 Fellows / 4 years
- 2) Meiji University, Graduate School of Governance Studies (English Track)
2 Fellows / year, total 8 Fellows / 4 years
- 3) University of Tsukuba, Graduate School of Life and Environmental Sciences
2 Fellows / year, total 8 Fellows / 4 years

(5) Activity

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To improve the basic academic skills prior to their enrollment	<ul style="list-style-type: none">• JDS Fellows take preparatory courses on basic topics such as Mathematics, Economics, Business Administration offered prior to enrollment through a special program.
2) During study in Japan	
To obtain specialized knowledge and advanced analytical skills related to economic development policy	<ul style="list-style-type: none">• JDS Fellows complete required courses such as Public Administration, Managing Public Organizations, Public Policy Process, Public Finance and Budgeting, Introduction for Policy Analysis, Microeconomics, Statistical Methods, and Applied Econometrics and gain fundamental knowledge and skills required for understanding public management and policy analysis.• JDS Fellows take elective courses in line with their research topic, such as Public Human Resource Management, Local Government & Public Services, Information Policy & Management, Public Organization Theory, Research Methods, and Quantitative Method.
To learn practical skills and applied skills in the field	<ul style="list-style-type: none">• JDS Fellows participate in seminars and workshops provided through Special Program, focusing on case studies and policy implementation examples by the prominent guest speakers invited from various organizations such as other universities and foreign governments.• JDS Fellows also participate in field trips provided through Special Program, to government organizations and private companies in Japan.

	<ul style="list-style-type: none"> • JDS Fellows join a collaboration program with JICA “Understanding the Japanese Development Experience” to enhance their understanding of the Japanese history, business development, community development, and culture.
To acquire master’s thesis writing skills	<ul style="list-style-type: none"> • JDS Fellows attend a research seminar where they receive guidance from their academic advisor on writing a master's thesis or research report. • JDS Fellows have access to a number of academic journals and databases as well as statistical software to support their research.
3) After return	
To follow-up JDS Returned Fellows and to build network	<ul style="list-style-type: none"> • JDS Returned Fellows participate in follow-up seminars provided by the university after graduation with the aim of continuously improving their knowledge and skills, mutual understanding of knowledge and experiences among JDS Fellows and strengthening their networks. • JDS Returned Fellows will also be encouraged to continue joint research projects with faculty supervisors.

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

Target	Contents/ Programs to achieve target
1) During study in Japan	
To learn comprehensive knowledge on public policy	<p>JDS Fellows will take the subjects which are necessary in line with the research theme from the following three programs:</p> <p>(i) Public Policy Program: JDS Fellows acquire basic knowledge on from identifying issues to planning, implementing, and evaluating public policy processes. JDS Fellows take policy research courses, in addition to Political Science, Public Administration, Finance, Economics, Public Management, and Urban Policy, to grasp and understand the specific current situation of these areas and understand various aspects of governance.</p> <p>(ii) International Development Policy: JDS Fellows take courses focused on areas such as International Development Policy, SDGs, Environmental Governance, and Urban Design, enabling them to understand sustainable development</p>

	<p>and poverty reduction from different perspectives of social systems.</p> <p>(iii) Community Planning and Management: JDS Fellows take courses such as Community Policy, Regional Development, NPO, Social Development, and Crisis Management, enabling them to approach global challenges from a locally grounded perspective and understand the processes of policy formation, implementation, and evaluation aimed at solving these issues.</p>
To acquire practical skills	<ul style="list-style-type: none"> • JDS Fellows participate in special lectures by distinguished scholars and professionals from within Japan and overseas in line with the research theme through special program . • JDS Fellows participate in joint English and Japanese courses (two courses per year) for fostering exchange between international students and Japanese (public servants), as well as fieldwork for visiting various fields of public policy practice in Japan through special program. • JDS Fellows participate in the seminars for learning the experience of international aids by the Japanese government and organization.
To learn master's thesis writing skills and English skills	<ul style="list-style-type: none"> • JDS Fellows receive instructions on research methods and academic editing from their academic supervisors. • JDS Fellows participate in workshops specially for learning about approaches to reading academic literature and writing thesis in English and take courses on social research methods and academic writing skills. • JDS Fellows have frequent opportunity to receive advice on research from Technical Assistant.
2) After return	
To follow-up JDS Returned Fellows and to build network	<ul style="list-style-type: none"> • JDS Returned Fellows participate in the seminars for networking and follow-up. • JDS Returned Fellows also participate in online alumni assembly held once a year online where special lectures by the professors and mutual exchange among alumni are conducted.

3) University of Tsukuba, Graduate School of Life and Environmental Sciences

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To improve the basic academic skills prior to their enrollment	<ul style="list-style-type: none"> • JDS Fellows select their prospective supervisor based on provided information. • JDS Fellows take instructions about statistics and data collection.
2) During study in Japan	
To develop a broad perspective on research issues	<ul style="list-style-type: none"> • The JDS Fellows take an introductory course, including research ethics, environment-society interface, waste management, land use change, public health, climatology/meteorology, Japan's industrial pollution history, hydrology, and biodiversity conservation and nourish broad academic insights in undertaking their own research. JDS Fellows can study with students from other countries to comprehend course content with more global visions. • The Fellows can choose courses that are related to regional development, climate change, water/basin environment, environmental disaster, biodiversity, and sustainability and acquire multiple approaches to their research topic. JDS Fellows are provided with detailed comments on reports from their supervisors and revise them to improve their necessary basic academic skills.
To learn practical skills through Special Programs	<ul style="list-style-type: none"> • JDS Fellows attend the seminars to which outstanding experts in Japan and overseas are invited. In these seminars, JDS Fellows present topics about development issues in the first year, present about their master's thesis topics in the second year and establish their networks with experts. • JDS Fellows participate in the tailor-made training in Japan and other countries to heighten knowledge about environmental conservation, disaster management, regional industry promotion, urban environmental issues, and waste management policies, among others. JDS Fellows may practice presentations at universities and other institutions to foster an international perspective on research related to development issues.
To acquire master's thesis writing skills	<ul style="list-style-type: none"> • JDS Fellows can take academic writing courses in English and acquire skills for writing theses, reports, and proposals.

3) After return	
To follow-up JDS Returned Fellows and to build network	<ul style="list-style-type: none"> • JDS Returned Fellows participate in follow-up seminars the university provides after graduation and establish a long-term alumni network. • JDS Returned Fellows are encouraged to continue publishing peer-reviewed papers with their supervisors.

(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 6 Fellows x 4 years = 24 Fellows
 From the year 2026 (Until 2028) : 6 x Fellows, From the year 2027 (Until 2029) : 6 x Fellows
 From the year 2028 (Until 2030) : 6 x Fellows, From the year 2029 (Until 2031) : 6 x Fellows

(7) Inputs from the Sri Lanka Side

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

(8) Qualifications

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

*Study Topics that are highly relevant to applicant's career development & beneficial to their organization will be given highest priority
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:
 - ✓ Military personnel registered on the active list or person on alternative military service cannot

apply for JDS.

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

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

Basic Information of Target Priority Area (Sub-Program)

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

Itemized Table 1-1-2

1. Outline of Sub-Program / Component

(1) Basic Information

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

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

In Sri Lanka, the economy has been struggling due to the long-standing structural challenges and the impact of the COVID-19 pandemic, leading to an unprecedented economic crisis, as seen in the announcement of the suspension of external debt repayment in April 2022. Currently, the country is working on various structural reforms under the IMF program, but there are still significant challenges to address, including fiscal soundness and strengthening governance. To overcome these challenges, recover from the economic crisis, and restore trust in the international community, developing government officials, who can lead the formulation and implementation of medium- to long-term policies from both domestic needs and a diplomatic perspective, is highly required.

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

"Promotion of Quality Growth", "Inclusive Development" and "Mitigation of Vulnerability" are set as the priority areas in the "Country Assistance Policy to Sri Lanka" which was issued in January 2018.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (March 2020) also notes that in order to promote further development of the country, it would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Project for Capacity Development on Effective Public Investment Management (In Progress)
- Project to Promote Appropriate Workers Dispatch under the Specified Skills System (In Progress)
- Establishment of a Fair and Competitive Business Environment (Planned)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in International Relations, International Development.

2) Project purpose

To ensure that government officials, who are engaged in International Relations and International Development, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Fellows and Accepting University

Nagoya University, Graduate School of International Development
2 Fellows / year, total 8 Fellows / 4 years

(5) Activity

Nagoya University, Graduate School of International Development

Target	Contents/ Programs to achieve target
1) During study in Japan	
To Acquire fundamental knowledge	JDS Fellows take online, on-demand educational programs in fundamental essential subjects.
To acquire the knowledge and skills necessary for master's research	<ul style="list-style-type: none">• JDS Fellows acquire different perspectives from each specialized field on governance issues in developing countries and learn how to design and implement more effective and feasible policies for addressing development challenges in Sri Lanka, through educational programs set up to address development issues aligned with the Sustainable Development Goals (SDGs), including Economic Development and Management, Education and Human Resource Development, Inclusive Society and State, Peace and Governance, and Poverty and Social Policy.• JDS Fellows take courses related to social research and data analysis, including Introduction to Questionnaire Survey and Interview, Introduction to Statistics and Data Science, Quantitative Social Science, and Comparative Methods.

<p>To acquire practical knowledge by participating in overseas or domestic field work through special programs</p>	<ul style="list-style-type: none"> • JDS Fellows participate in overseas or domestic field works and learn from practical work in developing countries or Japan. • JDS Fellows, who wish to apply Southeast Asian development experiences to Sri Lanka, opt for and participate in overseas field work in areas such as governance, economy, poverty and other areas. After preliminary studies deepen their understanding of the target countries, they will compile reports based on the field survey and interviews with local administrations and government. • JDS Fellows, who wish to bring Japanese regional development insights to Sri Lanka, can choose domestic fieldwork.
<p>To acquire practical knowledge and skills through special programs</p>	<ul style="list-style-type: none"> • JDS Fellows participate in seminars by experts and practitioners from outside the Graduate School, who are invited to attend based on their professional scope, the requirements of their home institution and their research interests. • JDS Fellows participate in Governance Special Seminar that invites researchers and practitioners from both domestic and international spheres related to Public Policy and International Development by leveraging human network of faculty and alumni who work with or have worked with international organizations such as the World Bank and the United Nations.
<p>2) After return</p>	
<p>To maintain and build network</p>	<ul style="list-style-type: none"> • JDS Returned Fellows maintain the alumni network including a graduate of GSID, the Chancellor of the University of Colombo, and endeavor to building a supportive system that enhances exchanges among alumni and the capacity to address development issues in Sri Lanka.

(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.)
--

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

<p>1 batch 2 x Fellows x 4 years = 8 Fellows</p> <p>From the year 2026 (Until 2028) : 2 x Fellows, From the year 2027 (Until 2029) : 2 x Fellows</p> <p>From the year 2028 (Until 2030) : 2 x Fellows, From the year 2029 (Until 2031) : 2 x Fellows</p>
--

(7) Inputs from the Sri Lanka Side

<ol style="list-style-type: none"> 1) Dispatch of JDS Fellows
--

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

(8) Qualifications

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

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

The Project for Human Resource Development Scholarship (JDS)

Basic Plan for the Target Priority Area (Draft)

Basic Information of Target Priority Area (Sub-Program)

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

Itemized Table 1-2-1

1. Outline of Sub-Program / Component

(1) Basic Information

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

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

In Sri Lanka, the economy has been struggling due to the long-standing structural challenges and the impact of the COVID-19 pandemic, leading to an unprecedented economic crisis, as seen in the announcement of the suspension of external debt repayment in April 2022. Currently, the country is working on various structural reforms under the IMF program, but there are still significant challenges to address, including fiscal soundness and strengthening governance. To overcome these challenges, recover from the economic crisis, and further grow, developing government officials, who can identify current economic and fiscal structural challenges and implement appropriate economic policies, is highly required.

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

"Promotion of Quality Growth", "Inclusive Development" and "Mitigation of Vulnerability" are set as the priority areas in the "Country Assistance Policy to Sri Lanka" which was issued in January 2018.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (March 2020) also notes that in order to promote further development of the country, it would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Project for Capacity Development on Effective Public Investment Management (In Progress)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in Economic Development Including Sustainable Growth and Job Creation, Macroeconomics / Econometrics, Statistics / Statistical Analysis, Environment and Agricultural Economics.

2) Project purpose

To ensure that government officials, who are engaged in Economic Development Including Sustainable Growth and Job Creation, Macroeconomics / Econometrics, Statistics / Statistical Analysis, Environment and Agricultural Economics, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Fellows and Accepting University

1) Kobe University, Graduate School of International Cooperation Studies

2 Fellows / year, total 8 Fellows / 4 years

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

2 Fellows / year, total 8 Fellows / 4 years

(5) Activity

1) Kobe University, Graduate School of International Cooperation Studies

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To Improve basic academic knowledge and consult on research proposal before enrollment	<ul style="list-style-type: none"> • JDS Fellows participate in pre-enrollment training aimed at improving their mathematics and statistical analysis skills. • JDS Fellows receive pre-enrollment individual guidance on setting their research proposal, gathering resources, and other aspects of their research proposal.
2) During study in Japan	
To enhance analytical skills to address issues faced by developing countries.	<ul style="list-style-type: none"> • JDS Fellows take basic economics courses such as Macroeconomics, Microeconomics, Statistics,

	<p>Econometrics and Research Methods for Development to acquire practical analytical skills.</p> <ul style="list-style-type: none"> • JDS Fellows take applied economics courses such as Public Finance, Monetary Theory, International Economics, and Economic Growth to learn about fiscal and monetary policy, as well as investment and trade policy. • JDS Fellows take courses such as Economic Development Studies, Development Management, International Development Cooperation, Human Capital Development, Socio-economic Development, and Environmental Development to learn methods for addressing the issues faced by developing countries. • JDS Fellows take specialized courses such as Special Lecture on Development Economics, Special Lecture on Development Policy, Special Lecture on Development Planning and Special Lecture on Development Management by experts on domestic and overseas development issues and focus on case studies to build practical skills.
<p>To promote practical education and research through Special Programs etc.</p>	<ul style="list-style-type: none"> • JDS Fellows deepen their knowledge in the field by attending lectures on “Fiscal and Monetary Policy” and “Small and Medium-sized Business Development” delivered by experts in economic policy, industrial policy, and investment and trade promotion, as well as by experts from international organizations and aid agencies. They also participate in issue-specific development policy seminars to enhance their understanding of the field. • JDS Fellows deepen their knowledge of macroeconomic policy by participating in site visits to relevant companies and government agencies (such as Toyota, Mitsubishi Heavy Industries, Bank of Japan, Tokyo Stock Exchange, Tax College, JETRO, and UNIDO etc.) and conducting field research in the target regions (such as the Statistic Bureau and others). They also gain insights from Japanese development experience and international cooperation. • JDS Fellows conduct field survey in the research area.
<p>To enhance master’s thesis writing skills</p>	<ul style="list-style-type: none"> • JDS Fellows enhance their foundational skills by

	<p>taking courses such as “Academic Writing” to strengthen thesis writing skills and “Mathematics for Social Sciences” to improve mathematical skills.</p> <ul style="list-style-type: none"> • JDS Fellows receive individual proofreading and guidance by English instructors from English-speaking countries. • JDS Fellows are assigned a tutor who provides support with research activities, resource gathering, and general academic guidance.
3) After return	
To participate in follow-up activities	<ul style="list-style-type: none"> • JDS Returned Fellows aiming to publish their master’s thesis in academic journals can continue receiving guidance on their research after returning home. • JDS Returned Fellows can participate in the university alumni reunions to promote the establishment of vertical networks among alumni.

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To Improve basic academic knowledge before enrolment	<ul style="list-style-type: none"> • JDS Fellows learn the fundamentals of economics through materials on basic economics, with guidance from young lecturers and teaching assistants who are Ph.D. students. • JDS Fellows take exams periodically to confirm their achievements. • JDS Fellows with low English ability will undergo pre-enrollment language training.
2) During study in Japan	
To learn the foundation for acquiring policy analysis ability	<ul style="list-style-type: none"> • JDS Fellows take basic courses in economics and social sciences, focusing on Development Microeconomics, Development Macroeconomics, Applied Econometrics, Research Method, and Arts & Science for Evidence Based Decision Making, to build a foundation for acquiring basic policy analysis skills.
To learn more specialized knowledge by taking courses of applied courses (elective courses)	<ul style="list-style-type: none"> • JDS Fellows can take applied courses (elective courses) to acquire more advanced specialized knowledge and techniques, depending on the interests of individuals. Furthermore, JDS Fellows will acquire knowledge that contributes to addressing social issues by taking courses related to the development,

	<p>application, and implementation of advanced technologies.</p> <ul style="list-style-type: none"> • JDS Fellows gain specialized knowledge and skills to create coherent and practical solutions to policy issues on a global scale, through practical courses such as special lectures / seminars, summer courses, field research, and internships.
To promote practical education and research	<ul style="list-style-type: none"> • JDS Fellows engage in discussions with specialists from other universities and research institutions provided through Special Programs, gaining practical knowledge from officers working in governmental and international organizations through various seminars. • JDS Fellows have the opportunity to learn about the latest research findings from both domestic and international professionals/specialists in areas that align with their individual research interests through JDS seminars, held four times a year through Special Programs. • JDS Fellows can receive financial support for travel and research expenses related to their planned field research and other research activities through research grant project. • JDS Fellows participate in the joint international seminars JICA Development Studies Program organizes in collaboration with Kyushu University and Kumamoto University, where JDS Fellows present their research findings and participate in academic and professional exchanges.
To acquire skills for writing a master's thesis	<ul style="list-style-type: none"> • JDS Fellows can receive advice on their research activities from mentors who are students enrolled in doctoral students (mentor system) . • JDS Fellows participate in weekly seminars led by their supervisors, where they receive guidance on research plan, literature review, academic presentation, and thesis writing and obtain fundamental skills required for conducting scientific research aimed at evidence-based policymaking and governance.
3) After return	
Follow up activities	<ul style="list-style-type: none"> • JDS Returned Fellows participate in online and on-site seminars aimed at applying and implementing

	<p>the latest research results in real-world development field.</p> <ul style="list-style-type: none"> • JDS Returned Fellows can receive consulting services such as program evaluations and advice from a scientific and academic perspective to help solve development issues.
--	--

(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 4 Fellows x 4 years = 16 Fellows
 From the year 2026 (Until 2028) : 4 x Fellows, From the year 2027 (Until 2029) : 4 x Fellows
 From the year 2028 (Until 2030) : 4 x Fellows, From the year 2029 (Until 2031) : 4 x Fellows

(7) Inputs from the Sri Lanka Side

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

(8) Qualifications

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

*Study Topics that are highly relevant to applicant's career development & beneficial to their organization will be given highest priority
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:

- ✓ Military personnel registered on the active list or person on alternative military service cannot apply for JDS.
- ✓ Those who are currently awarded or scheduled to receive another scholarship
- ✓ Those who have obtained a master's or higher degree overseas under the support of foreign scholarship

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

Basic Information of Target Priority Area (Sub-Program)

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

Itemized Table 1-2-2

1. Outline of Sub-Program / Component

(1) Basic Information

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

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

In Sri Lanka, the economy has been struggling due to the long-standing structural challenges and the impact of the COVID-19 pandemic, leading to an unprecedented economic crisis, as seen in the announcement of the suspension of external debt repayment in April 2022. Currently, the country is working on various structural reforms under the IMF program, but there are still significant challenges to address, including fiscal soundness and strengthening governance. To overcome these challenges, recover from the economic crisis, and further grow, developing government officials, who can strengthen fiscal management, including expenditure/budget planning and securing revenue, etc., under fiscal discipline, and drive appropriate public investment management, is highly required.

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

"Promotion of Quality Growth", "Inclusive Development" and "Mitigation of Vulnerability" are set as the priority areas in the "Country Assistance Policy to Sri Lanka" which was issued in January 2018.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (March 2020) also notes that in order to promote further development of the country, it would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Project for Capacity Development on Effective Public Investment Management (In Progress)
- Fiscal and Financial Stabilization (In Progress)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of Fiscal Policy, Fiscal Management / Policy, Public Investment Management / Policy, Infrastructure Management.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of Fiscal Policy, Fiscal Management / Policy, Public Investment Management / Policy, Infrastructure Management, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

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

3) Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows.

(4) Number of JDS Fellows and Accepting University

Nagoya University, Graduate School of International Development

2 Fellows / year, total 8 Fellows / 4 years

(5) Activity (Example)

Nagoya University, Graduate School of International Development

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To build foundational knowledge	· JDS Fellows take online and on-demand courses in microeconomics, macroeconomics, and statistics, in addition to basic mathematics.
2) During study in Japan	
To strengthen capabilities through guidance that considers the unique characteristics of the country	· JDS Fellows gain insights into public finance and investment management issues through research on developing countries that encompasses not just economics, but also law, politics, and poverty. They learn how to apply effective and practical policies to tackle development issues. · JDS Fellows learn knowledge with high policy implications that they would find it insightful, through lectures by faculty members with over a year of research and practical work experience in developing countries.

	<ul style="list-style-type: none"> • JDS Fellows conduct a debt sustainability analysis for a developing country (Sri Lanka), after studying fiscal rule analysis and fiscal risk management. Through this project and presentation, they gain practical, hands-on knowledge in public finance management. • In the Public Financial Management course, JDS Fellows learn how to implement risk management and asset-liability management tailored to the specific circumstances of developing countries like Sri Lanka.
To conduct research and seminars through special programs, etc.	<ul style="list-style-type: none"> • JDS Fellows (those who wish to apply) participated in overseas research conducted in various sectors such as economics, education, and society in countries other than Sri Lanka. Through meetings with local administrations and governments. They deepen their understanding of the public finance and investment management in the research countries. • JDS Fellows participate in the Special Seminar on Public Financial Management, featuring researchers and practitioners from both Japan and abroad who specialize in public finance and investment management.
3) After return	
To conduct follow-up activities and building networks	<ul style="list-style-type: none"> • JDS Fellows present their research after graduation by utilizing the alumni network, which includes alumni association by the president of the University of Colombo.

(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.)
--

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

<p>1 batch × 2 Fellows × 4 years = 8 Fellows</p> <p>From the year 2026 (Until 2028) : 2 × Fellows, From the year 2027 (Until 2029) : 2 × Fellows</p> <p>From the year 2028 (Until 2030) : 2 × Fellows, From the year 2029 (Until 2031) : 2 × Fellows</p>
--

(7) Inputs from the Sri Lanka Side

<ol style="list-style-type: none"> 1) Dispatch of JDS Fellows 2) Follow - up activities (e.g. providing opportunities for JDS Returned Fellows to share/disseminate the knowledge they acquired in Japan at their organizations/ other priority organizations)
--

(8) Qualifications

<ol style="list-style-type: none"> 1) Nationality: Citizen of Sri Lanka
--

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

The Project for Human Resource Development Scholarship (JDS)

Basic Plan for the Target Priority Area (Draft)

Basic Information of Target Priority Area (Sub-Program)

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

Itemized Table 1-2-3

1. Outline of Sub-Program / Component

(1) Basic Information

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

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

In Sri Lanka, the economy has been struggling due to the long-standing structural challenges and the impact of the COVID-19 pandemic, leading to an unprecedented economic crisis, as seen in the announcement of the suspension of external debt repayment in April 2022. Currently, the country is working on various structural reforms under the IMF program. However, due to extensive price controls and protectionist economic policies that have persisted over the years, there has been a lack of private-sector-led economic growth and advanced industrial structure through market competition, the main industries driving the economy have not developed beyond tourism and overseas remittances. Additionally, the country's investment environment ranks 99th out of 190 countries in the World Bank's "Doing Business 2020" report, and significant improvements are needed. Factors hindering investment include low predictability in the business environment, skills mismatch in the workforce, and complexities related to policies, regulations, and procedures, including taxation. To overcome these challenges, recover from the economic crisis, and further grow, developing government officials, who can lead initiatives such as nurturing small and medium-sized enterprises (SMEs) and startups for industrial development, transitioning to high-value-added and productive industries using Foreign Direct Investment (FDI), and promoting exports, is highly required.

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

"Promotion of Quality Growth", "Inclusive Development" and "Mitigation of Vulnerability" are set as the priority areas in the "Country Assistance Policy to Sri Lanka" which was issued in January 2018.

The said policy stipulates that the Japanese government would promote social and infrastructure development including human resource development of the government officials. The JICA Country Analysis Paper (March 2020) also notes that in order to promote further development of the country, it

would be critical to support not only in the area of infrastructure development but also in the area of policy making and human resource development.

Relevant Projects and Training Programs of JICA Sri Lanka Office:

【Technical Cooperation】

- Local Industry Promotion Advisor for the North Central Region (In Progress)
- Support for Market Entry of the ICT/BPM Industry into the Japanese Market (In Progress)
- Establishment of a Fair and Competitive Business Environment (Planned)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS Returned Fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in Industrial Policy, Investment and Export Promotion, Small and Medium Enterprise (SME) Promotion Policy, Promotion of Private Investment.

2) Project purpose

To ensure that government officials, who are engaged in Industrial Policy, Investment and Export Promotion, Small and Medium Enterprise (SME) Promotion Policy, Promotion of Private Investment, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

International University of Japan, Graduate School of International Management (GSIM)
2 Fellows / year, total 8 Fellows / 4 years

(5) Activity

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To Improve basic academic knowledge before enrollment	<ul style="list-style-type: none"> • JDS Fellows acquire the prerequisite knowledge needed for their studies through courses such as Preparatory courses for Statistic and Basic Finance. • JDS Fellows attend curriculum guidance, orientation for the language program, and session with faculty supervisors before enrollment.
2) During study in Japan	

To obtain basic analytical skills and specialized knowledge	<ul style="list-style-type: none"> • In the first year, JDS Fellows take required courses such as Strategic Management and Financial Accounting to gain knowledge in business administration. • In the second year, JDS Fellows can choose elective courses to deepen their specialization. They also take program-specific courses, such as Digital Transformation and International Social Entrepreneurship, to learn about private sector development including digitization of industry.
To learn practical skills and applied skills in the field	<ul style="list-style-type: none"> • JDS Fellows participate in special lectures and field trips with invited experts through a special program. They also join networking events with local enterprises and international students. • JDS Fellows can participate in internships at enterprises both inside and outside Niigata Prefecture between their first and second years. • JDS Fellows develop leadership skills by participating as facilitators in the Understanding Japan Program in cooperation with JICA, as well as in training programs for private enterprises.
To acquire thesis writing skills	• JDS Fellows take courses such as Academic Writing.
3) After return	
To build and maintain network	• JDS Fellows, along with alumni from various programs who have graduated from IUJ, participate in the alumni associations of IUJ and the alumni association event called Worldwide Friday held annually in September on the same day around the world and build relationships across countries and generations.

(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.)
--

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

<p>1 batch × 2 Fellows × 4 years = 8 Fellows</p> <p>From the year 2026 (Until 2028) : 2 × Fellows, From the year 2027 (Until 2029) : 2 × Fellows</p> <p>From the year 2028 (Until 2030) : 2 × Fellows, From the year 2029 (Until 2031) : 2 × Fellows</p>
--

(7) Inputs from the Sri Lanka Side

<ol style="list-style-type: none"> 1) Dispatch of JDS Fellows 2) Follow - up activities (e.g. providing opportunities for JDS Returned Fellows to share/disseminate the knowledge they acquired in Japan at their organizations/ other priority organizations)
--

(8) Qualifications

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

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

Summary of the Result of Supplementary Survey on Target Organizations

No	Organization	Top three (3) priority areas and competences for Human Resource Development of the organization						Monitoring system during study abroad, and supporting system for career development after returning to Sri Lanka	Advantageous opportunities in the Organizations		Expected projects with JICA/Japanese government
		Professional Areas			Administrative Competences, Skills				Master's degree holder	PHD holders	
		1	2	3	4	1	2				
1	Western Province Provincial Council	Macroeconomics	Public Policy Studies	Public Finance and Investment Management		Information Technology	Human Resource Management	Human Resource Management	Yes	No	Infrastructure Development Food Security Development Healthcare Development Early Childhood Development Smart City Development Green Economy Development
2	Prime Minister's Office	Public Policy Formulation, Implementation in Economic & Social Development	Education Sector Reforms	Climate Change	International Relations	Human Resources Management in Public Sector	Digital Public Infrastructure Improvement	Analytical Skills	Yes	No	Entrepreneurship Development in focusing MSME Policy Formulation Support Integrated Planning and Monitoring Mechanism across the National, Provincial, District, Division and Grama Niladri Level
3	Ministry of Justice, Public Administration, Home Affairs, Provincial Councils, Local government and Labour (Present: Ministry of Justice and National Integration, Ministry of Public Administration, Provincial Councils and Local Government and Ministry of Labour)	Public Policy Formulation, Institutional Design and Analysis	Social and Welfare Policies	National Development Policies	Project Management Local Government Development Public Policy Formulation	Management	Leadership	Communication and IT	Yes	Yes	Project to Implement a Digital Governance Projects to Educate Labour Inspections on Occupational Safety and Hygiene, Social Security, and Labour Standards Projects to Introduce Standard Labour Inspection Systems and Mechanisms Solid Waste Management in Colombo City
4	Ministry of Urban Development, Construction and Housing	Public Policy Formulation, Institutional Design, and Analysis (General)	National Development Policies (General)	Urban Development Policies (Including Disaster Prevention)	Public Investment Management / Policy / Infrastructure Management	Human Resource Management	Time Management	Leadership	Yes	No	Township Development Urban Sector Infrastructure Development Tourism related Urban Infrastructure Development Solid Waste Management and Development Sustainable Urban Development Drainage Development Urban Housing Construction Management Rural and Urban Water Supply Low-Cost Housing Technologies Human Recourse Management and Infrastructure Development Urban Community Development Projects Rainwater Harvesting Community Water Supply Modernize Foundry and Machining Fabrication Workshops Adopting Industry 4.0 technologies like IoT and Automation Upgrading Advanced Machinery and Establishing R&D Centers
5	Ministry of Foreign Affairs, Foreign Employment and Tourism	International relations	International Negotiations	International Security		Leadership	Communication & Networking	Negotiations	Yes		

Good Practices by JDS Returned Fellows in Sri Lanka

No.	Batch	Name		Name of Graduate School		Sex
	Affiliation before coming to Japan	Position before coming to Japan	Current Affiliation	Current Position	Research Theme	
Outcome						
1	2010 (Batch 1)	Mr. L. Wimal Shantha Kumara		Hiroshima University		M
	Ministry of Finance and Planning	Assistant Director	Ministry of Finance, Planning and Economic Development	Director General Department of Management Services	Budget deficit and its impact on economic growth: The case of Sri Lanka	
Special Grade As Additional Director General to the Department of Trade & Investment- Policy, he was actively involved in policy making. After assumes duties as Director General to Department of Management Services he manages the cadres, the number of civil servants, including ministries, state-owned enterprises, local councils and semi-governments.						
2	2010 (Batch 1)	Ms. M. K. Sithara Jayasena		International University of Japan		F
	Ministry of Finance and Planning	Assistant Director	Ministry of Finance, Planning and Economic Development	Additional Director General Department of Management Services	Between the Central Government and Local Residents: The case for Decentralization in Sri Lanka	
Special Grade In the Ministry of Finance, Planning and Economic Development, she manages the cadres, the number of civil servants, including ministries, companies, state-owned enterprises, local councils and semi-governments.						
3	2010 (Batch 1)	Mr. K. H. Prasad Manjula		International University of Japan		M
	Ministry of Finance and Planning	Assistant Director	Ministry of Finance, Planning and Economic Development	Director General Department of Development Finance	The Impact Assessment of SME Credit in Sri Lanka: An Econometric Analysis	
Special Promotion As Director General to the Department of Development Finance, he was the key position of facilitating the formulation of appropriate policies and strategies and mobilizing financial resources for the development of MSMEs, financing primary sectors through necessary intervention with the relevant stakeholders.						
4	2010 (Batch 1)	Ms. T. Prassanth		International University of Japan		F
	Ministry of Public Administration and Home Affairs	Assistant District Secretary	Ministry of Energy	Additional Secretary Development & Procurement	Between the central government and local residents : The case for decentralization in Sri Lanka	
Special Grade As Additional Secretary Administration & Procurement, she is involved in Coordinating and facilitating Foreign-Funded Renewable Energy Projects of JICA & ADB and overseeing planning, implementation, and monitoring renewable energy projects. Contributed to renewable energy policy development and integration of foreign-funded projects into national requirements.						
5	2010 (Batch 1)	Mr. Vasuthevan Vanniyasingam		International University of Japan		M
	Ministry of Public Administration and Home Affairs	Assistant District Secretary	Ministry of Finance, Planning and Economic Development	Additional Director General Department of Treasury Operations	How to protect the elders : Human security approach	
Special Grade As part of inclusive activities in the field of social welfare in the Eastern Province, he was involved in introducing and implementing the Aswesuma program, which provides grants to economically disadvantaged families in the region.						
6	2011 (Batch 2)	Mr. Gammeda Liyanage Wernon Perera		International University of Japan		M
	Ministry of Public Administration and Home Affairs	Divisional Secretary	Ministry of Fisheries, Aquatic and Ocean Resources	Additional Secretary Development Division	Effective Involvement of Divisional Administration in Tsunami Based Housing Re-Settlement Community Based Organizations	
Special Grade When the tsunami hit southern Sri Lanka in 2014, he used the research papers he had done at the International University of Japan to formulate a policy for the relocation of residents affected by the tsunami.						
7	2011 (Batch 2)	Mr. Kanda Uda Chandralal		International University of Japan		M
	Ministry of Public Administration and Home Affairs	Director	Southern Provincial Council	Secretary of the Provincial Ministry of Sports, Youth Affairs, Rural Development, Probation and Child Care, Women Affairs, Housing	Local Public Administration in Sri Lanka: Sharing Japanese Experience	
Special Grade In 2013, he developed a strategic reform plan for the Southern Province Civil Service Training Center, improving quality and management and contributing to an increase in the number of people accepted at the training center.						
8	2011 (Batch 2)	Ms. Wedumpuli Achchige Muditha Malkanthi		International University of Japan		F
	Ministry of Finance and Planning	Senior Assistant Secretary (Administration)	Ministry of Finance, Planning and Economic Development	Additional Director General, Department of Cooperate Affairs	Good Governance in Public Sector Organizations in SRI LANKA: A Case Study of Ministry of Finance and Planning	
Special Grade Upon her return to Sri Lanka, she assumed the role of Director, Japanese Division in ERD, handling all Japanese projects coming to ERD until 2015. At the moment as the ADG/ MOF monitor & supervise the corporate matters of the State Owned Enterprises (statutory boards, Govt. corporations, State Owned Companies & Govt. Banks) comes under the purview of the Ministry of Finance						
9	2011 (Batch 2)	Mr. Abeyasinghe Mudiyansele Buddhika Nishantha Abeyasinghe		Hiroshima University		M
	Ministry of Local Government and Provincial Councils	Assistant Director of Agriculture	Provincial Department of Agriculture, North Central Province	Provincial Director of Agriculture	Adaption of environmentally friendly farming practices: An application of choice experiment to maize	
JCP 2021 "Increase Productivity of Maize in a Village through Precision Agriculture Demonstration in Anuradhapura District" He was involved in JICA's Maize seed distribution to farmers in 2022 (1.5 Million US\$) and currently he involves in JICA's SHEP and SAFE projects as the Counterpart from North Central Province.						
10	2012 (Batch3)	Ms. Jayasooriya Jayasooriya Arachchige Dineka Rathnakanthi		International Christian University		F
	Ministry of Finance and Planning	Assistant Secretary	Ministry of Agriculture, Livestock, Land and Irrigation	Director (Land Policy)	Money Supply and Inflation : Evidence from Sri Lanka	
She has been involved in the preparation of land policy with the World Bank. She also gave a presentation on "From Policy to Implementation: Innovations and Land Management and Land Use Planning for Green Growth - Sri Lanka's Experience at the World Bank, Washington.						
11	2012 (Batch3)	Ms. Meegapahalage Malika Krishanthi		International University of Japan		F
	Ministry of Economic Development	Assistant Secretary	Ministry of Justice and National Integration	Additional Secretary	Policy Analysis of Tourism Sector in Sri Lanka with Simulation Model	
Special Grade During her time at the Ministry of Higher Education, she played an active role in introducing Minimum Standards for non-state higher education institution, taking into consideration existing guidelines in Japan.						

Good Practices by JDS Returned Fellows in Sri Lanka

No.	Batch	Name		Name of Graduate School		Sex
	Affiliation before coming to Japan	Position before coming to Japan	Current Affiliation	Current Position	Research Theme	
	Outcome					
12	2013 (Batch 4)	Mr. Kottage Chathura Mihidum		International University of Japan		M
	Ministry of Public Administration and Home Affairs	Assistant Divisional Secretary	National Secretariat for Elders	Director	A study on public service motivation in Sri Lankan local government: A case study of Galle District	
As the Director and Officer in Charge of the National Secretariat for Elders, she is directly involved in the JICA project for capacity building of elderly services in the community.						
13	2013 (Batch 4)	Mr. Jayarathna Katumetiya Naidelage Priyankara		International University of Japan		M
	Ministry of Finance and Planning	Assistant Director	Ministry of Finance, Planning and Economic Development	Director-Acting	Determinants of Efficiency in Japanese Railways	
He is contributing to preparing the information system for the JICA project on Capacity Development for Effective Public Investment Management at the Department of National Planning Output -2, Designing, Developing, Implementing & Maintaining the Information System for Project Proposals.						
14	2013 (Batch 4)	Mr. Arandage Mayura Prasad Arandara		International University of Japan		M
	Ministry of Public Administration and Home Affairs	Assistant Divisional Secretary	Sri Lanka Institute of Development Administration (SLIDA)	Senior Consultant	The Effects of Child Friendly schools : Evidence from a school renovation program in Sri Lanka (MA) Analyzing the Economic Performance of Cooperative Banks in Sri Lanka (Ph.D.)	
Best TA Award He was selected for Valedictorian Speech because of Batch Top. Deans' Certificate for High Outstanding Performance.						
15	2014 (Batch 5)	Ms. Wimalarathne Omali		National Graduate Institute for Policy Studies (GRIPS)		F
	Ministry of Public Administration and Home Affairs	Assistant Divisional Secretary	Ministry of Public Administration, Provincial Councils, and Local Government	Additional Secretary		
Special Grade						
16	2014 (Batch 5)	Ms. Wickramaarachchi Wickramaarachchige Shamila Priyadarshani		National Graduate Institute for Policy Studies (GRIPS)		F
	Ministry of Public Administration and Home Affairs	Assistant Divisional Secretary	Ministry of Public Administration, Provincial Councils, and Local Government	Additional District Secretary (Admin), District Secretariat, Anuradhapura		
JCP 2023 "Analysis of the Impact of the Nutrition Programme for Pregnant Mothers in Anuradhapura District 2022-2023" Currently he is involved in the ESPD (Employment Support for Persons with Disabilities) project which is being conducted with the Social Service Department in Anuradhapura District.						
17	2015 (Batch 6)	Mr. Jayasuriya Arachchige Damith Roshan		Hiroshima University		M
	Public Service Commission	Assistant Secretary	Ministry of Youth Affairs and Sports	Director Youth Affairs		
He obtained the service of JICA Volunteers to National Youth Service Council(NYSC).						
18	2015 (Batch 6)	Mr. Haupe Liyanage, Dayal Mashanka		Hiroshima University		M
	Ministry of Industry and Commerce	Assistant Secretary	Prime Minister's Office	Senior Assistant Secretary		
He applied the theoretical and practical knowledge from JDS and played a pivotal role in formulating standard operating procedures (SOPs) for the automotive manufacturing/assembly and component manufacturing industries in Sri Lanka.						
19	2015 (Batch 6)	Mr. Dissanayake Binal Chatura		The University of Tokyo		M
	Ministry of Local Government and Provincial Councils	District Irrigation Engineer	University of Moratuwa	Senior Lecturer Department of Civil Engineering	Satellite-based Monitoring of Long-term Spatiotemporal Variation of Sea Surface Turbidity for Detection of Coastal Erosion (Ph.D.)	
Upon his return, he is playing an important role in sharing his experience and knowledge of flood modelling and computer systems in the organizational research conducted by the University of Ruhuna and the University of Yamanashi as an Irrigation Engineer in the Research and Development Engineer Department.						
20	2016 (Batch 7)	Ms. Wijesinghe Upeksha Nayani		Hiroshima University		F
	Ministry of Home Affairs	Assistant Divisional Secretary	Central Provincial Council	Provincial Director Rural Development Department		
JCP 2020 "Influence of Parent's Education on Children's Participation in Pre-school Education in Sri Lanka: The Blinder Oaxaca Decomposition Approach"						
21	2016 (Batch 7)	Mr. Noor Mohamed Mohamed Nihaj		The University of Tokyo		M
	Ministry of Provincial Council and Local Government	Executive Engineer, Road Development Department, Eastern Province	University of Moratuwa	Senior Lecturer	Hydro Mechanical response of gravely mudstone in oedometer test along dry/wet cycles (Ph.D.)	
Best Researcher Award from The University of Tokyo						
22	2018 (Batch 9)	Mr. Perera Pelanwathage Salitha Priyanath		International University of Japan		F
	Ministry of Power and Renewable Energy Development	Assistant Director	Ministry of Public Administration, Provincial Councils, and Local Government	Divisional Secretary Kollonnawa	The Impact of STEM Education on the Economic Growth of Sri Lanka: An Econometric Analysis	
Deans' List Award Best TA Award The JICA Disaster Risk Reduction Project is also being implemented in his division, and as division secretary he is responsible for coordination and monitoring.						
23	2019 (Batch 10)	Ms. Kodithuwakku Hamaragoda Kodithuwakku Arachchige Bhagya Shiromani		International Christian University		F
	Ministry of Internal & Home Affairs and Provincial Councils & Local Government	Assistant Commissioner of Local Government - Uva Province	Uva Provincial Council	Provincial Director Provincial Ministry of Education and Rural Development Department of Rural Development	Impact of Two Approaches in Microfinance on Raising Household Income - Evidence from a Government-Owned Microfinance Institution in Sri Lanka	
JCP 2021 "Impact of two approaches in microfinance household income: Evidences from a state-owned micro financial institution in Sri Lanka" JCP 2023 "Transforming 28 Rural Women Development Centers in Uva Province into Small-Scale Garments"						

Good Practices by JDS Returned Fellows in Sri Lanka

No.	Batch	Name		Name of Graduate School		Sex
	Affiliation before coming to Japan	Position before coming to Japan	Current Affiliation	Current Position	Research Theme	
	Outcome					
24	2019 (Batch 10)	Mr. Singakkuli Arachchilage Nalaka Priyashantha		International University of Japan		M
	Ministry of Public Administration and Disaster Management	Assistant Director National Disaster Relief Service Centre	Ministry of Defense	Director Planning	National Insurance Scheme for Disasters Targeting Small and Medium Enterprises (SMEs) in Sri Lanka for Continuation of Their Businesses	
	He engaged as a coordinator to this JICA programme of installation of Doppler Radar at Puttalam Funding Source - JICA Grant Implementing Agency - Department of Meteorology - Disaster Management Division, Ministry of Defense in 2023.					
25	2020 (Batch 11)	Ms. Herath Lakmini Kaushalya		International Christian University		F
	North Western Provincial Council	Assistant Secretary	North Western Provincial Council	Assistant Secretary Provincial Ministry of Health	Barriers to Entrepreneurial Intentions of Rural Women: A Case Study in North-Western Province, Sri Lanka	
	JCP 2022 *Field Research on Barriers to Entrepreneurial Intentions to Rural Women*					
26	2020 (Batch 11)	Ms. Daladawathilage Nikmini		International University of Japan		F
	Ministry of Public Administration, Home Affairs, Provincial Councils and Local Government	Assistant Commissioner Department of Registration of Persons	Sri Lanka Institute of Development Administration (SLIDA)	Consultant	The role of Electronic Residency (E-Residency) to Attract Foreign Entrepreneurs to Open Business in Sri Lanka	
	JCP 2023 *Period Poverty in Sri Lanka: The impact of period poverty on female students' educational performance of public schools in Sri Lanka*					