

Kyrgyz Republic
The Kyrgyz National University (KNU)

Project for Capacity Development of Business Persons and Networking through the Kyrgyz Republic-Japan Center for Human Development (Second term)

Final Report

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Attachment 1: To-Do List (Sample)

Attachment 2: Mini MBA Changes for Independent Operation

Attachment 3: Staff Training for Strengthening KRJC Organizational Capabilities

List of abbreviations

ADB	Asian Development Bank
BC	Business Course
BD	Business Department
BDS	Business Development Service
C/P	Counterpart
DX	Digital Transformation
EBRD	European Bank for Reconstruction and Development
GDP	Gross Domestic Product
HRM	Human Resource Management
JCC	Joint Coordination Committee
JCI	Junior Chamber International
JICA	Japan International Cooperation Agency
KJC	Kazakh Japan Center
KNU	Kyrgyz National University
KRJC	Kyrgyz Republic - Japan Center for Human Development
MOU	Memorandum of Understanding
NPO	Nonprofit Organization
OJT	On the Job Training
PDCA	Plan-Do-Check-Action
PDM	Project Design Matrix
PPP	Public Private Partnership
PQM	Product Quality Management
PR	Public Relations
SDGs	Sustainable Development Goals
TOT	Training of Trainers
VUCA	Volatility, Uncertainty, Complexity, Ambiguity

Chapter 1 Purpose of Works

1.1 Current State and Issues of Private Sector Development in the Kyrgyz Republic and Positioning of this Project

Since gaining independence in 1991, the Kyrgyz Republic ("Kyrgyzstan") has been a pioneer in Central Asia in promoting democracy and a market economy. As a result of elevated gold prices and strong production from its domestic gold mines, Kyrgyzstan achieved an average annual GDP growth rate of 4% from 2015 to 2024. However, the country remains highly vulnerable due to its inability to attract sufficient foreign investment, owing to a lack of desirable products outside of gold as well as an underdeveloped investment environment. Kyrgyzstan has also failed to develop significant industries outside of mining, and many people, especially young people, are leaving the country in search of work due to the difficulty of finding work domestically.

In May 2018, the Kyrgyz government announced its "Development Program of the Kyrgyz Republic for the Period 2018–2022 ‘‘Unity. Trust. Creation’’” (DP2018–2022). The program lays out a detailed development plan that focuses on three key areas: (1) economic development, (2) human development, and (3) administrative improvement. Its objective is primarily to develop agriculture, tourism, and light industry by creating the environment needed for small and medium-sized enterprises (SMEs), public-private partnerships (PPPs), and attracting investment. Through this, the Kyrgyz government is working to develop SMEs (export-oriented businesses) and domestically absorb the growing labor force. However, as the program has not achieved sufficient results, the development of industries with comparative advantages, as well as the expansion of exports via these industries have become critical issues. At the same time, there is a need to promote business, including sales, distribution, etc. in service industries to promote export competitiveness.

Japan's assistance to the Kyrgyz Republic includes the ongoing support it has provided for the Kyrgyz Republic-Japan Center for Human Development (KRJC), which was established in 1995 through a Support Committee, with the goal of assisting Kyrgyzstan's transition to a market economy and fostering mutual understanding and relations between Japan and Kyrgyzstan. Since 2003, JICA has provided ongoing support for the development of local business professionals and strengthening of relations between Japan and Kyrgyzstan through the implementation of several projects that include the "Kyrgyz Republic-Japan Center for Human Development Project" (April 2003 to March 2008); "Kyrgyz Republic-Japan Center for Human Development Project - Phase 2" (April 2008 to March 2013); "Project for Capacity Development of Business Persons through Kyrgyz Republic-Japan Center for Human Development" (April 2013 to –March 2016); and the "Project for Human Resource Development for Diversification of Economic Sectors through the Kyrgyz Republic - Japan Center for Human Development" (April 2016 to March 2022). To date (as of July 2025), 19,282 people have enrolled in business courses including training and seminars, 6,619 people have taken Japanese language courses, and 165,391 people have attended mutual understanding promotion programs. The beneficial effects on actual business have also been demonstrated among graduates of business courses, including career advancement and improved performance of the businesses they manage. Therefore, the Kyrgyz government requested continued support for KRJC from the Japanese government. Based on this request, the technical cooperation project "Project for Capacity Development of Business Persons and Networking through the Kyrgyz Republic-Japan Center for Human Development" (hereinafter referred to as “this Project”) was selected for continuation.

Given the background described above, this Project is based on the policy of the "Japan Center 2.0 Concept" (discussed and approved at JICA's Board of Directors meeting in March 2019) to promote business and human exchange between the partner country and Japan by utilizing the Japan Center as a platform and leveraging the network established through business courses, Japanese language training, etc. While utilizing resources accumulated to date, the Project aims to expand KRJC's role as a platform for industry-academia-government collaboration and business exchange; establish a sustainable and stable financial base for KRJC; further promote the ongoing development of business professionals in Kyrgyzstan; and further promote personnel exchange and networking of business, academia, government, etc. in Japan and Kyrgyzstan.

1.2 Japan's and JICA's Cooperation Policy for Private Sector Development in the Kyrgyz Republic and the Positioning of this Project

Japan's "Country Assistance Policy for the Kyrgyz Republic" (2022) sets "Support for sustainable and balanced economic growth" as the basic policy (major objective), and based on this, the "Rolling Plan for Kyrgyz Republic" (April 2022) identifies two priority areas (medium objectives): (1) industrial development and job creation, and (2) improvement of government and social services. One of the developmental issues (sub-goals) for priority area (1) is "industrial development and SME promotion," which aims for continuous support of the promotion of SMEs, business environment development, and human resource development for business and administrative officials.

In addition, the JICA Global Agenda (issue-specific business strategy) "Private Sector Development" states that "We will strive to improve the competitiveness of entrepreneurs and businesses, develop industrial and investment policies and business environment, and improve access to finance, etc. We will create an environment for the private sector to grow. We will also promote collaboration between local and Japanese companies, strengthen partnerships and aim to achieve economic resilience of both countries." The project supports the expansion of KRJC's function as a platform for industry-academia-government collaboration and business exchange, which is in line with the above-mentioned strategy, as it contributes to building connections between local and Japanese companies. Also, this project contributes to achieving SDG Goal 8, "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all," and Goal 9, "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation."

1.3 Project Overview

(1) Project Title

Project for Capacity Development of Business Persons and Networking through the Kyrgyz Republic-Japan Center for Human Development

(2) Period of Project

From April 2022 to June 2026 (Second Term: From March 2024 to June 2026)

(3) Overall Goal, Project Purpose, Output, Indicators

The Consultant's main tasks are related to: "Outcome 1: KRJC's activities are annually planned and

implemented, contributing to functionalizing it as a platform between the Kyrgyz Republic and Japan” and “Outcome 2: Human resource development function of KRJC is further strengthened, through existing and newly introduced activities, to enhance business human resources that contribute to competitiveness of enterprises in the Kyrgyz Republic.”

“Outcome 3: KRJC's management and operation capacity is developed to ensure its financial and operational sustainability” will be addressed mainly by the JICA Long-term Expert, but the Consultant will also cooperate and advise on the annual and medium-term planning of KRJC for Outcome 1, as well as on the analysis of the management and financial situation.

Table 1 Overall Goal, Project Purpose, Output, Indicators (Excerpt from PDM)

Overall Goal	Objectively Verifiable Indicators
KRJC contributes to connection of various organizations, including enterprises and universities, and people of the Kyrgyz Republic and Japan as a platform.	1. More than 30 partnerships are established between Kyrgyz and Japanese enterprises through KRJC. 2. The number of participating Japanese Universities to Study in Japan Fair exceed at least 10 per year, Kyrgyz participants to Study in Japan Fair exceed at least 600 per year, and the number of support establishing academic exchange between universities/institutions of both countries exceeds at least 12 per year through KRJC.
Project Purpose	Objectively Verifiable Indicators
KRJC's basic function as the platform for cooperation in business, academic and other various fields between the Kyrgyz Republic and Japan is built.	1. Retained earning of KRJC is increased by 60 % compared to the project start year. 2. Operation under Co-directorship is established. 3. More than 4 new frameworks to arouse interest in Kyrgyz Republic from Japan are established. 4. More than 100 partnerships are established between Kyrgyz and Japanese enterprises, universities and related institutions through KRJC.
Output 1	Activities 1
KRJC's activities are annually planned and implemented, contributing to functionalizing it as a platform between the Kyrgyz Republic and Japan.	1-1 Develop, coordinate and implement new innovative plans to be undertaken in collaboration with other countries' Japan centers in mutual beneficial manners to raise interest in Kyrgyz Republic from various organizations and people in Japan. 1-2 Develop, coordinate and implement new innovative plans to be undertaken by KRJC on its own to raise interest in Kyrgyz Republic from various organizations and people in Japan. 1-3 Conduct PDCA cycle for networking of enterprises, business human resources, business supporting organizations of the Kyrgyz Republic and Japan in order to increase the number of business collaborations. 1-4 Conduct PDCA cycle for networking of universities/academic institutions and other organizations and people of the Kyrgyz Republic and Japan in order to increase the number of academic collaborations. 1-5 Plan and implement activities based on the Memorandum of Cooperation between KRJC and KNU. 1-6 Formulate and implement annual activity plan for Mini-MBA alumni with alumni organization. 1-7 Prepare plan of establishing Keiejuku alumni association and its activities within Kyrgyz and with Japan. 1-8 Update and maintain the database including other stakeholders' information continuously. 1-9 Strengthen information dissemination and matching functions by utilizing PR tools. 1-10 Plan and conduct the actions to make use of the ex-participants' database in order to add value on business matching and/or consulting services.
	Objectively Verifiable Indicators

	1-1 Plan and coordinate at least 5 strategies and frameworks to attract wide attention from Japan. 1-2 Activities in collaboration with other countries' Japan centers in a mutual beneficial manners are implemented more than 20 times. 1-3 Activities on business human resource networking and information sharing between the Kyrgyz Republic and Japan are organized regularly and bring more than 23 practices annually. 1-4 Activities in collaboration with Japanese universities and other organizations are implemented more than 67 times. 1-5 More than 23 collaborative activities with the KRJC's business courses alumni organizations is conducted. 1-6 Keiejuku alumni association is newly established and the alumni's activities on Japan-related topics are conducted more than 12 times. 1-7 KRJC's public relation is improved; the followers of KRJC's social media account(s) exceed 30,000.
Output 2	Activities 2
Human resource development function of KRJC is further strengthened, through existing and newly introduced activities, to enhance business human resources that contribute to competitiveness of enterprises in the Kyrgyz Republic.	2-1 Establish a system for implementation of need survey and securing clients in the Kyrgyz Republic and Japan by continuing information collection and sales activities. 2-2 Conduct human resource development programs of each business stage and size of the company, based on needs of clients of the Kyrgyz Republic and Japan. 2-3 Develop a mechanism for continuing improvement of the services. 2-4 Strengthen human resource retention and management of KRJC with local lectures and consultants to meet client needs. 2-5 Make plan to reach at least 80% of class time of business courses taught by local lecturers, except the Keiejuku 2-6 Collaborate with other donors for improving human resource development programs. 2-7 Strengthen consulting functions for Kyrgyz and Japanese companies. 2-8 Conduct new activities based on the needs from Kyrgyz and Japanese companies and related institutions.
	Objectively Verifiable Indicators
	2-1 The system for securing clients and sales activities is established and updated regularly. 2-2 Number of consulting services which KRJC provides to its clients exceed at least 20 projects. 2-3 Share of class time of business courses taught by local lecturers reaches 80% at the last year of the Project, except the Keiejuku. 2-4 Satisfaction rate of Keiejuku participants is more than 90%. 2-5 At least 8 innovative activities are planned and newly implemented.
Output 3	Activities 3
KRJC's management and operation capacity is developed to ensure its financial and operational sustainability.	3-1 Review the current annual and mid-term plan of KRJC. 3-2 Identify KRJC's SWOT and operational risk. 3-3 Draft the new mid-term strategy of KRJC based on the above mentioned review and analysis. 3-4 Hold the management meeting regarding financial performance and operation based on the service contract monthly. 3-5 Conduct necessary trainings for Counterpart including training and dialogue program in Japan and abroad. 3-6 Conduct PCDA cycle to improve annual operational and financial plan. 3-7 Implement the new selecting procedure for KRJC's director from Kyrgyz side.

	Objectively Verifiable Indicators
	3-1 Mid-term strategy for enhancing KRJC's operational sustainability is officialized, and KRJC is operated based on the strategy.
	3-2 KRJC's annual financial plan and result report are prepared and confirmed by JCC in a timely manner.
	3-3 New procedure for selecting KRJC's director from Kyrgyz party is introduced and operated stably.
	3-4 Major decisions are made under the co-director regime.

(4) Project Site / Target Area

Bishkek city

(5) Relevant Government Agencies and Organizations (C/P)

- The Ministry of Finance of the Kyrgyz Republic: The Ministry in charge for the project and the Chairman of the Joint Coordinating Committee (JCC). (*KRJC has a local Non-Profit Organization status, and the JCC is the supreme decision-making body under its articles.)
- The Kyrgyz National University in Bishkek (KNU): The President serves on the JCC. KRJC is located on the KNU.

1.4 Purpose of Works

Based on the policy of the Japan Center 2.0 Concept and the background described above, the goal of this Project is to expand KRJC's function as a platform for industry-academia-government collaboration and business exchange. The Project aims to establish a sustainable and stable financial base for KRJC; promote human resource exchange in business, academia, and local government in both countries; and strengthen connections between local and Japanese companies, thereby contributing to the connection of a wide range of organizations and people in Japan and Kyrgyzstan.

The purpose of works is set forth below.

【Purpose of works】

- ① Enhance the platform function of KRJC to facilitate linkages with various internal and external organizations.
- ② Strengthen KRJC's business human resource development function through the implementation of business courses.
- ③ Assist KRJC in strengthening its planning, operational management, and financial management capacity for sustainable development.

1.5 Work Implementation Flowchart

The following is a Project Implementation Flowchart, which is being updated as appropriate in consultation with KRJC.

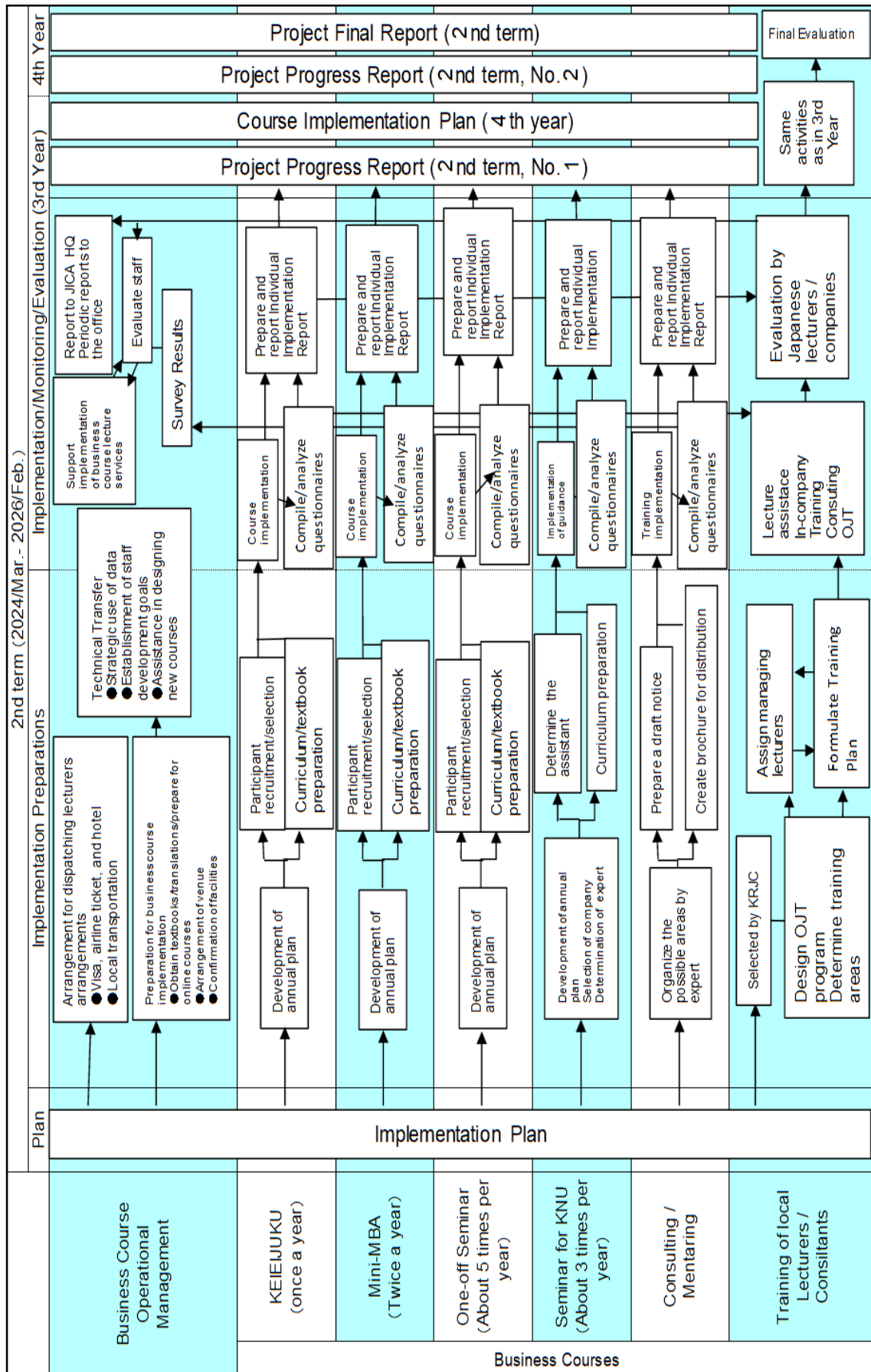


Figure 1 Work Implementation Flowchart

Chapter 2 Activities and Results (Business Course)

2.1 Structure and Positioning of the Business Course

KRJC offers three business courses (KEIEIJUKU, Mini-MBA, and Business Start) as well as one-off business seminars.

In structuring the business course offerings, we have clearly defined the training objectives for each course to establish a progression from Business Start to Mini-MBA and from Mini-MBA to the advanced KEIEIJUKU, thereby differentiating KRJC's services.

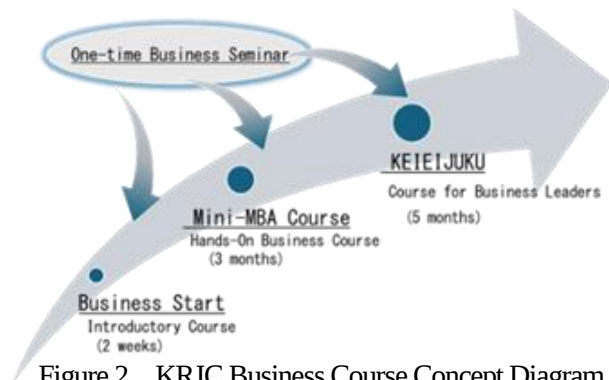


Figure 2 KRJC Business Course Concept Diagram

2.2 Business Course Overview

The course overview and content of KRJC's business courses are outlined below. Within the business courses, Japanese lecturers are responsible for teaching the KEIEIJUKU and some Mini-MBA courses. Regarding the Mini-MBA courses, the Consultant has accelerated the Training of Trainers by Japanese lecturers during this term. As a result, the proportion of local lecturers—which stood at 40% at the start of this term—is expected to reach 100% by the start of the Fall 2026 course. Regarding lecture content, in response to requests from participants, efforts were made to introduce Kyrgyz case studies, focusing on subjects taught by local lecturers. Additionally, supplementary materials were created to address Kyrgyz-specific business challenges not covered in the standard textbooks. The number of participants was severely impacted by the COVID-19 pandemic, with annual Mini-MBA enrollment dropping to 10 participants in 2021. However, enrollment has since recovered steadily, and in 2023, annual enrollment exceeded the pre-pandemic peak of 160 participants. The increase in enrollment has been driven in part by the active expansion of online courses.

KRJC offers business courses in a hybrid format combining online (distance learning) and offline (in-person) sessions. In recent years, traffic congestion in Bishkek has worsened during morning and evening rush hours due to increased traffic volume, significantly raising the time cost of commuting to KRJC. While online learning offers participants the option to attend classes without being constrained by location, challenges such as decreased participant engagement have been reported.

Table 2 Structure of Business Course

Course/service description	Target group				Course/Service objective
	Business Owner	Manager	Entrepreneur	Students, Faculty	
Online training or classroom training at KRJC					
1) KEIEIJUKU	●	●	—	—	• Acquiring management problem-finding / solving and practical skills • Promoting business linkage with Japanese companies
2) Mini-MBA Course	—	●	●	—	Acquire the fundamental knowledge and practical management skills necessary for business
3) Business Start	—	—	●	●	• Learning the Basics of Creating New Businesses (For students and business persons interested in

Course/service description	Target group				Course/Service objective
	Business Owner	Manager	Entrepreneur	Students, Faculty	
					entrepreneurship) • Lead-in to higher level courses (Mini-MBA Course)
4) KRJC / KJC Collaborative Seminar (One-off)	●	●	●	—	• Strengthening cooperation with KJC • Strengthening KRJC's ability to disseminate information to the outside world (Themes that reflect current trends originating in Japan)
5) KNU Entrepreneur Development Seminar	—	—	—	●	Entrepreneurship development support program for KNU students
On-site training at business locations					
6) Consulting / Mentoring services	●	●	—	—	Guidance tailored to the needs of each company, government agency and other donors to solve specific issues

Table 3 Overview of Business Course

Course Name	Outline	Contents
1) KEIEIJUKU (Face to face Lecture)	Target: Business managers, Top management Capacity: Around 15 participants per class Period: 6 months, 10 days × 6 subjects Frequency: Once a year (July-December) 1 course: 30 hours (3 hours x 10 days) Objective: • Managers acquire the skills to identify and solve business problems • Promote business linkages with Japan (Individual business meeting)	① Orientation ② Opening Ceremony & Business Networking Seminar -1 ③ Strategic Management ④ Operations Management ⑤ HR Strategy ⑥ Financial Strategy ⑦ Marketing Strategy ⑧ Workshop to prepare relevant materials for building business linkage with Japanese companies ⑨ Business Networking Seminar -2 ⑩ Training in Japan (including Individual business meeting) ⑪ Final Presentation (After Training in Japan)
2) Mini-MBA Course	Target: Entrepreneurs, Middle management Capacity: Around 45 participants per class Period: About 3 months, 3-6 days x 5 subjects Frequency: Twice a year (2 classes: morning/evening) 1st round: around March to June 2nd round: around September to December Objective: To improve basic practical skills and business management skills	① Japanese-style Business Management ② Strategic Management and Business Plans ③ PQM ④ Marketing ⑤ Human Resource Management ⑥ Customer Service ⑦ Training in Japan (open to 4 participants with the highest performance in each round) ※Online by Japanese lecturers
3) Business Start	Target: Business persons aiming to start their own businesses, Students Capacity: 30 participants Period: 2 months, 2 days x 7 subjects Frequency: Twice a year (evening class) Objective: Acquiring basic business knowledge	① Strategic Management ② Entrepreneurship ③ Kaizen ④ Generating Business Ideas ⑤ Marketing Strategy ⑥ Time Management ⑦ Business Plans

Course Name	Outline	Contents
4) KRJC/KJC Collaborative Seminar (One-off)	Target: Business managers, Middle management Capacity: around 30 participants per seminar (maximum) Period: 3 hours / seminar Frequency: 3 times per year (September-January) Objective: Strengthening KRJC's ability to communicate with the outside world, Strengthen KRJC/KJC cooperation	Seminars on topics aligned with trends originating in Japan ※Online by Japanese lecturers
5) KNU Entrepreneur Development Seminar	Target: Students Capacity: maximum 100 participants Period: 3 hours / seminar Frequency: Approximately twice a year	Entrepreneurship Development Program for KNU Students (Venture Quest)
6) Consulting / Mentoring services	Target: Companies Enrolled in KEIEIJUKU and Mini-MBA Course ※Focusing on sales activities targeting partner organizations (EBRD / ADB / JICA)	Provides three services according to needs: "Counseling," "Mentoring," and "In-Company Training," which are designed to help businesses resolve their problems.

2.3 KEIEIJUKU

KEIEIJUKU is a course designed to provide participants with Japanese-style business management skills and know-how. It is the only business course offered by Japan Centers in various countries that is targeted at business managers. The goal of the KEIEIJUKU is to cultivate business persons with international perspectives and superior management senses who can lead the industrial world in Kyrgyzstan. The objectives of the KRJC KEIEIJUKU are to enhance management skills through lectures and to establish business linkages between Japanese and Kyrgyz companies.

Table 4 Implementation schedule for the KEIEIJUKU Round 4

No.	Subject	Schedule
1	Opening Ceremony, Orientation, Business Networking Seminar-1	16-19 July 2024
2	Strategic Management	22 July-2 August 2024
3	Marketing & Sales	12-23 August 2024
4	HR Strategy	9-20 September 2024
5	Financial Strategy	7-18 October 2024
6	Operations Management	11-24 November 2024
7	Workshop to prepare business meeting materials for building business linkage with Japanese companies	2-13 December 2024
8	Business Networking Seminar-2	20-23 January 2025
9	Training in Japan	15-27 February 2025
10	Business Plan Presentation	20 March 2025

Table 5 Implementation schedule for KEIEIJUKU Round 5

No.	Subject	Schedule
1	Opening Ceremony, Orientation, Business Networking Seminar-1	15-18 July 2025
2	Strategic Management	21 July-1 August 2025
3	Marketing & Sales	18-29 August 2025
4	HR Strategy	15-26 September 2025
5	Operations Management	13-24 October 2025
6	Financial Strategy	13-24 November 2025
7	Workshop to prepare relevant materials for building business partnerships with Japanese companies	28 November - 11 December 2025
8	Business Networking Seminar-2	18-21 December 2025

No.	Subject	Schedule
9	Training in Japan	4-16 February 2026
10	Business Plan Presentation	10 March 2026

(1) Preparations for the Start of KEIEIJUKU

KEIEIJUKU starts in July of each year, with recruitment beginning at the end of the first term of the Mini-MBA course (May) through the KRJC website and social media accounts. It is also actively promoted via word-of-mouth through Mini-MBA and KEIEIJUKU alumni. The eligibility requirements are as follows: (1) applicants must be business executives or hold decision-making authority within their company; (2) they must be interested in establishing business partnerships with Japanese companies; and (3) they must have the financial means to pay the approximately \$4,000 tuition fee (including costs for the training in Japan) in a single lump sum. Although there were 40 applicants for the fourth batch, many were unable to meet requirement (3). To address this, additional candidates were admitted through the second round of selection, and the number of applicants for the fifth batch dropped to 16. Completion of the Mini-MBA is not a requirement for enrollment; the reason for this is that narrowing the eligibility criteria would likely make it even more difficult to secure enough participants. The selection process consists of a document review. To ensure the quality of participants, applicants are required to submit a written proposal outlining their ideas for business collaboration with Japanese companies.

(2) KEIEIJUKU Implementation Results

The attributes of the participants and the implementation results for Round 4 and 5 of KEIEIJUKU are as follows.

Table 6 Attributes of Participants in Round 4 & 5 of KEIEIJUKU

Round	No. of Applicants	No. of Registered Participants	Gender		Industries of Participant Companies				
			Male	Female	Manufacturing	Services	Sales	IT	Other
4th	40	15	10	5	4	3	5	0	3
5th	16	13	11	2	5	1	4	0	3

In the fifth batch, several companies involved in steel and building materials manufacturing participated, reflecting the booming construction industry in Kyrgyzstan. Companies involved in the medical sector have also participated every year.

Table 7 KEIEIJUKU Round 4 & 5 Implementation Record

Round	Subject	Assignment Schedule	Assignment Period	Implementation Period	No. of Registrants	No. of Participants	No. of Respondents	Overall Satisfaction
4 (2024)	Strategic Management	July 20–August 4	16	July 22–August 2	15	15	12	4.34
	Marketing & Sales	August 10–August 25	16	August 12–August 23	15	15	12	4.82
	HR Strategy	September 7–September 22	16	September 9–September 20	15	15	12	4.93
	Financial Strategy	October 5–20	16	October 7–October 22	15	15	8	4.94

Round	Subject	Assignment Schedule	Assignment Period	Implementation Period	No. of Registrants	No. of Participants	No. of Respondents	Overall Satisfaction
	Operations Management	November 9–November 26	18	November 11–November 24	15	15	12	4.95
	Business Partnerships with Japanese Companies	November 30–December 15	16	December 2–December 13	15	15	12	4.89
Round 4 Average								4.81
5 (2025)	Strategic Management	July 19–August 3	16	July 21–August 1	14	14	8	4.84
	Marketing & Sales	August 16–31	16	August 18–August 29	14	14	7	5.00
	HR Strategy	September 13–September 28	16	September 15–September 26	14	14	6	4.91
	Operations Management	October 12–October 26	15	October 13–October 24	14	14	6	5.0
	Financial Strategy	November 11–24	14	November 13–24	14	14	6	4.74
	Business Collaboration with Japanese Companies	November 28–December 20	16	November 28–December 18	14	14	6	4.36
Round 5 Average								4.81

In the KEIEIJUKU, participants work through lectures to develop concrete business proposals and make preparations for establishing business partnerships. During the first half of the program (July–September), participants will develop proposals addressing questions such as “What are our company’s strengths and weaknesses?”, “What kinds of business partnerships are possible with Japanese companies?”, and “What types of Japanese companies would we like to meet?”, and explore opportunities for creating business linkages. Building on this, the second half (October–December) focuses on selecting specific Japanese companies, requesting business meetings, preparing business proposals for Japanese companies, and making preparations for the training in Japan.

(3) Post-Program Follow-Up

During the lectures, KRJC staff monitor the proceedings in the classroom to identify any issues or insights that arise. On the final day of the lectures, the Consultant will participate online in a debriefing meeting held at KRJC to share these issues, propose improvements for the next session, and discuss them with KRJC.

(4) Results of KEIEIJUKU

The following outlines the outcomes and achievements of KEIEIJUKU conducted during the second term of this Project. Through these KEIEIJUKU initiatives, a framework was established to promote concrete exchanges between Kyrgyz and Japanese companies.

- A total of 28 participants attended the KEIEIJUKU lectures during the fourth and fifth batches, where they presented their learning outcomes at a presentation session and were awarded certificates of completion. According to an impact survey conducted by the Consultant who visited companies that had completed the KEIEIJUKU course, as companies expanded in size, they were compelled to address management challenges in human resources and financial accounting—which had previously been handled on an individual basis—through organizational efforts. Multiple cases were confirmed where the corporate management knowledge learned in KEIEIJUKU was being put into practice. Additionally, respondents reported that their mindset as business owners had changed, enabling them to consider their company’s management from a medium- to long-term perspective and adopt a more comprehensive view.
- Prior to the start of the training program in Japan, alongside the lectures, long-term experts (experts of business networking) provided guidance aimed at facilitating one-on-one business meetings between Japanese and Kyrgyz companies, thereby establishing a framework for preparing for these meetings in Japan. Through this initiative, a cumulative total of more than 60 one-on-one business meetings were held during the fourth and fifth batches. Discussions are currently underway between the companies involved to initiate specific business transactions. As of April 2026, two business deals have been finalized, and other projects are in progress. The role of consultants in one-on-one business meetings was focused primarily on logistical support during the first term but expanded thereafter. During the pre-orientation sessions for the fourth and fifth batches, KEIEIJUKU training in Japan, consultants provided advice on the mindset and precautions to keep in mind when participating in business meetings. Furthermore, at the request of KRJC, the Consultant introduced four Japanese companies as potential business partners, resulting in seven individual business meetings. In preparation for these meetings with the Japanese companies the Consultant had introduced and arranged, the Consultant provided individual guidance to the Kyrgyz companies. As a result, one of these Kyrgyz companies signed a distribution agreement with a major Osaka-based home appliance manufacturer, paving the way for business to commence in 2026.

2.4 Mini-MBA Course

The Mini-MBA course is designed to help Kyrgyz entrepreneurs and corporate middle managers improve their basic practical and managerial skills. This course, which serves as the flagship program that drives revenue for the KRJC Business Course, is offered twice a year, with each session consisting of two classes—one in the morning and one in the evening.

(1) Preparations for the Mini-MBA Course

From two months before the program kicked off, KRJC conducted recruitment efforts using the list of Business Start graduates, testimonials from Mini-MBA graduates, and social media. In accordance with KRJC’s policy for the 39th batch, which aimed to achieve a 100% ratio of local lecturers, consultants held regular online

meetings prior to the start of the program to ensure a smooth transfer of knowledge between Japanese and local lecturers, monitor progress, and share challenges.

(2) Mini-MBA Course Implementation Results

The demographics of participants in the Mini-MBA courses held during this period and the results of those courses are shown below. Women accounted for 48% of participants, and business owners (46%) and managers (37%) made up more than 80% of the total.

Table 8 Participant Demographics for Mini-MBA Courses (Round 34-38)

Round	Class	No. of Participants	Gender		Position				
			Male	Female	Business Owner	Manager	Professional	Entrepreneur	Other
34	Morning	47	20	27	21	16	6	3	1
	Evening	44	30	14	15	21	6	2	
35	Morning	40	16	24	18	13	9		
	Evening	49	29	20	20	24	5		
36	Morning	33	13	30	18	8	4	2	1
	Evening	27	19	18	15	7	3	1	1
37	Morning	33	12	21	16	14	1	1	1
	Evening	56	38	18	24	23	4	4	1
38	Morning	30	10	20	18	5	4	2	1
	Evening	38	25	13	16	18	2	2	

Table 9 Mini-MBA Course Round 34-38 Implementation Results

R ou nd	Subject		Implementation Period	Class	Registe red Particip ants	No. of Evalu ators	Overall Satisfac tion
34	Japanese style Management		March 11–13, 2024 March 18–20	Morning	47	24	4.61
				Evening	44	24	4.48
	Marketing		March 14–27 March 25–April 2	Morning	47	33	4.67
				Evening	44	23	4.62
	Customer Service		March 28–30 April 3–5	Morning	47	30	4.22
				Evening	44	17	4.19
	Business Planning		April 1–9 April 8–17	Morning	47	23	4.85
				Evening	44	25	4.57
	HR Management		April 12–17 April 18–24	Morning	47	18	4.40
				Evening	44	23	4.36
PQM		May 6–15 May 13–22	Morning	47	18	4.78	
			Evening	44	20	4.73	
Round 34 Average							4.54
35	Japanese style Management		September 25–27 October 7–9	Morning	40	23	4.78
				Evening	49	31	4.75
	Business Planning		September 30–October 8 October 10–18	Morning	40	20	4.75
				Evening	49	12	4.94
	PQM		October 14–23 October 21–30	Morning	40	22	4.88
				Evening	49	26	4.80
	Customer Service		October 9–11 October 31–November 4	Morning	40	14	4.65
				Evening	49	13	4.78
	HR Management		November 11–15	Morning	40	19	4.93

R ou nd	Subject		Implementation Period	Class	Registe red Particip ants	No. of Evalu ators	Overall Satisfac tion
			November 18-22	Evening	49	16	4.91
	Marketing		December 2-11	Morning	40	19	4.77
			December 12-21	Evening	49	23	4.62
	Round 35 Average						
36	Japanese style Management		March 12–14, 2025	Morning	33	20	4.78
			March 18-20	Evening	27	5	4.89
	Business Planning		March 17-26	Morning	33	10	4.84
			March 24- April 2	Evening	27	11	4.83
	HR Management		April 1-7	Morning	33	20	4.57
			April 5-10	Evening	27	8	4.59
	Marketing		April 8-17	Morning	33	14	4.74
			April 21-April 30	Evening	27	15	4.93
	Customer Service		April 18-20	Morning	33	15	4.78
			May 12-14	Evening	27	15	3.96
	PQM		May 12-21	Morning	33	15	4.73
			May 15-24	Evening	27	10	4.63
Round 36 Average							4.69
37	Japanese style Management		September 20–22	Morning	33	20	4.70
			September 25-28	Evening	56	38	4.61
	Business Planning		September 25-October 3	Morning	33	21	4.76
			October 2-11	Evening	56	26	4.69
	Marketing		October 9-17	Morning	33	20	4.0
			October 15-23	Evening	56	17	4.45
	PQM		October 21-30	Morning	33	17	4.59
			October 16-27	Evening	56	7	4.74
	Customer Service		November 2-4	Morning	33	18	4.80
			October 28-30	Evening	56	19	4.73
	HR Management		November 7-11	Morning	33	21	4.72
			November 12-17	Evening	56	9	4.88
Round 37 Average							4.64
38	Japanese style Management		March 9-11, 2026	Morning	30	11	4.83
			March 17-19	Evening	38	17	4.84
	Business Planning		March 12-23	Morning	30	19	4.54
			March 23-31	Evening	38	22	4.46
	Marketing		March 24-April 1	Morning	30	23	4.98
			April 1-10	Evening	38	23	4.77
	HR Management		April 23-29	Morning	30	12	4.57
			May 11-15	Evening	38	15	4.73
	Customer Service		May 11-13	Morning	30	9	4.69
			May 18-20	Evening	38	16	4.64
	PQM		May 21- June 2	Morning	30	15	4.80
			May 29- June 9	Evening	38	8	4.81
Round 38 Average							4.72

(3) Post-Implementation Follow-Up

The proportion of local lecturers for the Mini-MBA course in fiscal year 2025 was 77% (a 25% increase from the previous year), and we expect to reach 100% by the second half of 2026. While lectures for the three core subjects of the Mini-MBA course (Business Strategy, Human Resource Management, and Production Management) are conducted using standard textbooks, there were areas in the Human Resource Management

lectures where the content of the standard textbook did not align with the actual business conditions in Kyrgyzstan. Therefore, it was decided to use supplementary adapted materials created by KEIEIJUKU in the Mini-MBA course lectures.

To encourage Mini-MBA participants to enroll in the top-tier KEIEIJUKU course, the Consultant is actively promoting KEIEIJUKU activities to Mini-MBA participants on behalf of KRJC. Promotion of advanced courses is also carried out in the Business Start program, and initiatives are in place within the KRJC Business Course to ensure that lower-level courses serve as a gateway to the advanced courses. Thanks in part to these efforts, the percentage of Mini-MBA graduates among KEIEIJUKU participants has consistently exceeded 50% since the second term.

The following outlines the outcomes and achievements relate to the Mini-MBA course conducted during the current term. (Results are for the 34th to 37th batches of the Mini-MBA course; the 38th batch is currently in progress and is therefore not included.)

- A total of 306 participants enrolled in the 34th to 37th batches of the Mini-MBA course, and certificates of completion were awarded to those who presented their business plans at the final presentation session following the conclusion of the lectures. Four top-performing participants were selected from each batch—16 in total—to participate in a training in Japan, where they gained insights to help solve management challenges at their own companies through visits to Japanese companies.
- The average number of participants per course was 41, significantly exceeding the target of 35 and contributing to KRJC's improved profitability.

2.5 Collaborative Seminar (One-off)

The KRJC/KJC Joint Seminar is a paid, one-off seminar for business professionals in Kyrgyzstan and Kazakhstan. At the request of KRJC, the Consultant plans and conducts three seminars per year featuring Japanese lecturers who present topics originating from Japan or aligned with the latest trends in the global economy to business professionals from both countries. During the period of this Project, 66 Japanese experts conducted six paid online seminars, which were attended by 158 participants.

Table 10 KRJC/KJC Collaborative Seminar Implementation Results

Year	No.	Subject	Schedule	No. of Participants	Overall Satisfaction
2024	1	Practical Seminar on DX Technologies	2 August 2024 (3hrs)	32	4.20
	2	Branding Yourself	30 October 2024 (3hrs)	31	4.72
	3	New Trends in Japan's Startup Business	24 January 2025 (3hrs)	21	4.58
2025	1	Empowering the Individual to Thrive in the Age of VUCA	5 September 2025 (3hrs)	20	4.47
	2	Business Turnaround and Brand Rebuilding Following a Management Crisis	6 November 2025 (3hrs)	25	4.82
	3	Visualizing Business Concept Development & Launching New Ventures	21 January 2026 (3hrs)	29	4.19

- The one-off business seminar held as part of the previous project was a free promotional seminar aimed at

recruiting participants for the Mini-MBA course. Since the start of the current Project period, the joint seminars with KJC have created a win-win relationship by strengthening the partnership between the two organizations, increasing KRJC's revenue, and providing KJC with opportunities to participate in seminars.

- Attendance at the first seminar of fiscal year 2025 was lower than in the previous year. It was reported that this was due to KJC being unable to use the social media promotional materials produced by KRJC because of language issues, which prevented sufficient promotional activities from being carried out in Kazakhstan. In preparation for the second and subsequent seminars, KRJC requested that KJC improve its PR efforts, which led to an increase in attendance starting with the second seminar.

2.6 Morning Business Insight with Japanese Expert

This paid seminar series, launched in July 2025, aims to strengthen networking among Business Course graduates and help them acquire new customers. Japanese lecturers from KEIEIJUKU delivered presentations on topics aligned with current business trends, followed by informal discussions over breakfast. The Consultant coordinated with KRJC and the lecturer to determine the seminar topics. Additionally, the Consultant shared feedback on the seminars, ideas for improving the presentation style, and strategies for attracting participants with KRJC staff, thereby helping them gain experience in seminar management and enhance their formal knowledge.

Table 11 Morning Business Insight Implementation Results

Schedule	Subject	No. of Participants	New participants
July 25, 2025	Strategic Decision-Making in the Age of AI	23	0
August 22, 2025	Blue Ocean Strategy	19	9
September 20, 2025	Japan's New Graduate Hiring System	6	1
October 18, 2025	Business Strategy in Times of Crisis	9	1
November 15, 2025	Strategic Business Concept	20	5

When we surveyed participants following the event, the feedback was generally positive; in particular, the seminars on the Blue Ocean Strategy and strategic business planning attracted 14 new participants.

2.7 KNU Student Entrepreneur Development Seminar (Venture Quest)

This seminar was held as part of an entrepreneurship development program for KNU faculty and students. Consultants conducted seminars led by Japanese lecturers for KNU undergraduates interested in entrepreneurship, including those involved in startups. New business proposals submitted by students were reviewed by KNU faculty, and student groups gave presentations on the selected themes to a panel of investors (including judges dispatched by commercial banks and the EBRD).

Table 12 KNU Student Entrepreneur Development Seminar Implementation Results

Schedule	Subject
18 October, 2024	Fundraising and Approaching Investors
14 November, 2024	Entrepreneurs and Business Plan Development

Starting in 2025, KRJC switched from using Japanese lecturers to local lecturers for its seminars. The decision was based on the fact that the startup incubation program provides participants with intensive training across

multiple subjects over a short period of time; local lecturers were deemed better suited to handle schedule changes and other adjustments than Japanese lecturers, who only travel to the region once a year.

2.8 Consulting/Mentoring Services

The training programs for Kyrgyz companies offered by KRJC are intended to be conducted by Japanese lecturers in charge of KEIEIJUKU during their on-site assignments; however, there is no record of implementation since 2024. The challenge is that Kyrgyz companies' ability to pay for the services falls below the break-even point, making it difficult to actively pursue this initiative. If Japanese lecturers are deployed, fixed costs cannot be covered, resulting in a loss of contribution margin. Initiatives for companies led by local lecturers are inefficient, as they require significant effort but contribute little to revenue. Therefore, KRJC does not assertively promote this activity as a core business. Instead, the policy is to conduct training strategically when there is potential for spillover effects, such as strengthening relationships with strategic partners (e.g., the National Assembly Secretariat, EBRD, etc.).

2.9 Challenges, Countermeasures, and Lessons Learned Regarding the Implementation and Operation of Business Courses

The challenges, countermeasures, and lessons learned regarding the implementation and operation of each business course during the period of this Project are summarized below.

(1) KEIEIJUKU

1) Process Reform for the Business Matching Activities of the KEIEIJUKU

a) Issues and Measures

Since KEIEIJUKU was launched, a recurring challenge has been that participants fail to complete the project formulation process—during which they determine their business collaboration strategies—by the end of the first half of the course (July–September). This leads to delays in the preparation of business proposals, outreach to specific Japanese companies, and preparations for the training in Japan—all of

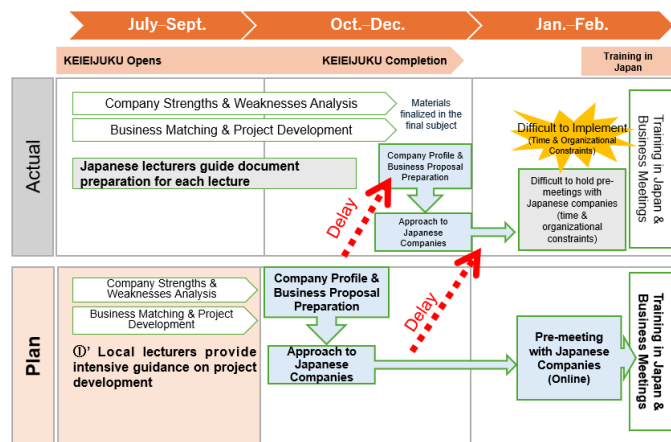


Figure 3 KEIEIJUKU Business Collaboration activities

which are scheduled for the second half of the course (October–December). This leaves insufficient time to select Japanese companies for business matching, draft business proposals, and conduct preliminary meetings with them. To resolve this issue, the Consultant has collaborated with KRJC to propose and implement various process improvements; however, these efforts have not yet led to a more balanced schedule.

Table 13 Summary of Activities for KEIEIJUKU Business Collaboration

Activity	Round 3	Round 4	Round 5
Method of determining participants'	Japanese lecturers provide guidance on case development in parallel with lectures	- Japanese lecturers provide guidance on business meetings in parallel with lectures.	- Japanese lecturers provide guidance on business meetings in parallel with lectures.

Activity	Round 3	Round 4	Round 5
business meeting policies	(participants are not required to submit deliverables).	- At the end of each lecture, participants will summarize and submit their business meeting policies. (Issue) There is no time for Japanese lecturers to scrutinize the quality of the submitted materials.	- Participants present the policies for turning written proposals prepared in each lecture into business meetings. (Issue) Only one-third of the participants presented their case development policies, and the lecturer did not have time to examine the presentations and give advice to the remaining participants.
Involvement of KRJC staff	Long-term experts provide support.	Same as on the left.	KRJC staff members are assigned to serve as liaisons between lecturers and participants.
Schedule for preparing business proposal	1 month before business discussion	- 1 month prior to business discussion - Unable to decide on a policy for commercialization, and unable to move proposal preparation forward.	- 1 month prior to business discussion - Unable to decide on a policy for commercialization, and unable to move proposal preparation forward.
Approaches to Japanese companies	1-2 months before training in Japan	- 1 to 2 months before training in Japan - Utilizing the consultant's personal network, develop Japanese companies with whom to conduct business discussions.	Same as on the left.
Creating a corporate profile	Creation of simplified version	- Creation of "KEIEIJUKU Magazine" with detailed business overviews of each company	- Creation of "KEIEIJUKU Magazine" with detailed business overviews of each company - Distribute the above materials to potential Japanese companies in advance and propose taking part in business meetings
Pre-business meeting orientation	Not implemented	- Implemented by KRJC long-term experts after the final lecture (December) - Consultants also provide guidance in preparing for business meetings	Same as on the left.
Project Management Assessment	- Number of business meeting goals achieved - Insufficient time to develop business partners and hold preliminary meetings	Same as on the left.	Same as on the left.

b) Lessons Learned

To ensure that KEIEIJUKU participants can efficiently prepare for business meetings, each participant must establish a strategy for developing business matching opportunities during the first half of the program (July–September). In this term, Japanese lecturers have been providing guidance on developing these project plans while also conducting lectures. However, since their primary responsibility is delivering lectures for their assigned subjects—and they return to Japan after two weeks of teaching—it is difficult for them to simultaneously manage two entirely different tasks (lecturing and guiding participants on business meeting project development) within such a short timeframe.

To address these challenges, starting in the next term, KRJC will transfer the “Business Matching Project Development Guidance” responsibilities to local consultants (KRJC Business Course graduates). During the limited period from July to September, these local consultants will provide intensive guidance to KEIEIJUKU

participants on developing their business proposals into concrete projects and finalizing strategies for conducting business meetings. This will enable consultants to begin prospecting for Japanese companies to engage with 2 to 3 months earlier than before, giving them ample time to select potential partner companies and schedule preliminary meetings with Japanese firms. Furthermore, since the strategy for conducting business meetings will be finalized in advance, Japanese lecturers will be able to provide guidance and advice to ensure that concrete and realistic proposals are presented during the business matching process.

2) Human resource management issues specific to Kyrgyzstan that are not covered in standard textbooks

a) Issues and Measures

The Human Resources Strategy course received low ratings from participants during the first term of this Project, and we had not conducted a thorough analysis of the reasons for these low ratings.

As a result of the Consultant's analysis, it was confirmed that nearly half of the KEIEIJUKU participants were small business owners or entrepreneurs with 10 or fewer employees. Unlike the target audience for the standard textbook (corporate executives and HR managers), some of the content in the standard textbook did not align with the actual circumstances of the companies participating in KEIEIJUKU. We addressed this by adding content adapted to small businesses for certain topics, such as human resources systems, and these were favorably received by the participants. This additional content was not only incorporated into KEIEIJUKU but was also applied across the board to the textbooks used in the Mini-MBA courses taught by local lecturers.

b) Lessons Learned

The Japan Center KEIEIJUKU, which operates in various countries, uses a standard textbook in accordance with JICA policy. However, in some countries, situations arise that are not covered by the standard textbook, making it necessary to adapt the approach to each country's specific circumstances.

(2) Mini- MBA Course

1) Issues and Measures

The following table outlines the issues and measures for the Mini-MBA course during this project period.

Table 14 Mini-MBA Course Issues and Countermeasures

Item	Issue	Countermeasures (including those not yet implemented)	Results
Independent management of the course	Some local lecturers are concerned about maintaining and improving the quality of lectures in response to the target of achieving a 100% local lecturer ratio by the fall of 2026.	Discuss countermeasures as potential issues for the next term. Japanese lecturers in charge of KEIEIJUKU can support local lecturers to strengthen their abilities.	- The following countermeasures will be implemented from the 2026 KEIEIJUKU - Wider participation of local lectures as observers in one-off seminars conducted by Japanese lecturers while they are in Japan. - Not only the above, but also set up opportunities for Japanese lecturers to exchange opinions with local lecturers on lecture management during their trip to Kyrgyzstan.

Item	Issue	Countermeasures (including those not yet implemented)	Results
Increase of online participants	- Online enrollment is reaching 40-50%. - In the case of online courses with cameras off, lecturers cannot see the reactions of participants, making it difficult to conduct interactive lectures, and there are concerns that the quality of lectures and training outcomes will deteriorate.	- Actively promote the use of electronic boards to make online lectures more attractive. - Lecturers actively ask questions to the participants on the other side of the screen to ensure interactivity.	- Conduct interviews with lecturers. Many say that the activities listed on the left alone do not lead to improved learner engagement. - Local lecturers expressed opinions on limiting the number of participants for online courses and forcing participants to attend group training, but the risk of losing participants is high. - Continue to work with local lecturers / KRJC management to resolve issues.
Number of lecture evaluators	- The response rate to the questionnaire varied from lecture to lecture. (While there are courses in which more than 60% of the participants responded, the response rate for PQM is around 50%.) - A possible reason for the low response rate for PQM is that many participants are from the service industry and think that PQM is a study for manufacturing operations. - Some of the courses taught by local lecturers had a collection rate of less than 20%.	- For group training participants, collect responses in the classroom rather than using online responses. - Request the questionnaire on the day before the last day (assuming that the day before allows more time to respond to the questionnaire) - Explain to participants in advance that the content of PQM lectures is also useful for Kyrgyz service industry workers, and request participants to actively participate in the lectures and fill out the questionnaire - Also encourage local lecturers to fill out the questionnaire on the first and last day of lectures	- Looking at the results of the collection of the evaluation table for the 37th term, we could not confirm any significant improvement from the measures listed on the left. - The Japanese lecturers explained the overall design on the first day of the PQM, which began lectures in the third week of May 2026, and called for the participants to fill out the questionnaire. After collecting the evaluation forms, a review will be held with the lecturers and KRJC.
Participant Evaluation Form	- Insufficient handover of evaluation form preparation procedures due to frequent turnover of staff - It usually takes more 2 weeks or more to send out questionnaires, collect the responses, and compile them into a participant evaluation forms.	- From spring 2026 (38th batch), reduce the questionnaire items from 10 to 6 - Encourage senior staff to create participant evaluation forms for junior staff through on-the-job training	The lead time for creating participant evaluation forms in the 38th batch was generally up to 2 weeks, and we assume that the simplification of questionnaires and on-the-job training by senior staff led to increased work efficiency.

Item	Issue	Countermeasures (including those not yet implemented)	Results
	- The result is a delay in the implementation of the review meeting.		
Activities to attract customers	Need to attract 80 registrants each for the spring and fall terms, but staff are not accustomed to sales activities and are struggling.	- Training by consultants to strengthen sales skills (already conducted in June and December 2025) - Aim to strengthen team sales skills through continuous implementation	- The sales activities to attract customers after the sales training were achieved in September 2025 (37th batch) but were not achieved in March 2026 (38th batch). - Work with KRJC to improve the contents of sales training

2) Lessons Learned

Both Japanese and local lecturers have pointed out that the quality of online courses tends to be lower than that of group training. While there is no immediate solution to this issue, it is important to continue working on improving teaching methods and to enhance the appeal of online courses in order to improve the engagement of online learners.

(3) Collaborative Seminar (One-off)

1) Issues and Measures

The following table outlines the issues and measures for the One-off Business Seminar during this project period.

Table 15 Issues and countermeasures for One-off Business Seminars

Item	Issue	Countermeasures	Outcome
One-off Business Seminars	- There is a gap between participants seeking knowledge useful for business in Central Asia and lecturers using Western case studies as teaching materials. - Participation on the KJC side was sluggish (halved from the previous year).	- Have the consultants guide the lecturers through several rounds of revision of the presentation materials - Improve PR activities on the part of KJC	- The results of quantitative and qualitative analysis confirmed that the three seminars satisfied the intellectual interests of the participants. Few participants dropped out during the lecture, and a question-and-answer session continued even after the lecture was over. - From the second session, the number of participants on the KJC side rose to 8.
Morning Business Insight	Paid seminar (approx. 35 USD); struggled to attract attendees	KRJC staff pooled their wisdom to improve activities to attract customers. 1) Have lecturers send out event PR videos 2) Weekly event announcements on social media 3) Attracting customers using HAJIME Club and KEIEIJUKU Alumni Association routes	The number of participants in the November 2025 seminar was 20, a 220% increase over the October seminar.

2) Lessons learned

It was confirmed that several local KRJC lecturers participated as observers in all eight one-off business seminars conducted by Japanese lecturers from KEIEIJUKU during this term. With the deployment of Japanese lecturers in the Mini-MBA course set to cease entirely starting in the next fiscal year, local lecturers recognize that these one-off business seminars represent a valuable Training of Trainers (TOT) opportunity to share the Japanese lecturer' expertise. Therefore, Japanese lecturers will take the aforementioned changes in KRJC's internal environment into account when preparing for these one-off business seminars.

Chapter 3 Activities and Results (Training in Japan)

Training in Japan was conducted for KEIEIJUKU graduates and outstanding Mini-MBA participants. The purpose of the training was to verify the Japanese-style management theories they learned in the business course at KRJC by visiting Japanese companies and facilities, and to gain knowledge and awareness that will lead to improving management at their own companies. In addition, KEIEIJUKU's training in Japan is expected to facilitate business meetings and networking events with Japanese companies to foster business partnerships between participating companies and Japanese firms.

3.1 Training in Japan for KEIEIJUKU

This training program is designed for KEIEIJUKU graduates (capacity: 15 participants). The primary objective of KEIEIJUKU is to foster business partnerships between Japanese and Kyrgyz companies. In addition to standard training activities such as company visits and facility tours, the KRJC organized individual business meetings with Japanese companies and a business networking event (the Kyrgyz Business Mini EXPO). The Consultant provided operational support and assisted in selecting potential partner companies for these meetings.

Table 16 KEIEIJUKU Training in Japan Implementation Results

Round	No. of Participants	Schedule	Places	Activities
4	15	February 15–27, 2025	Tokyo, Osaka, Kobe	Introduction, business meetings, networking events, company visits, corporate showrooms tour
5	13	February 4–16, 2026	Tokyo, Osaka, Kobe	Introduction, business meetings, networking events, company visits, corporate showrooms tour

Table 17 Number of Participants at the Kyrgyz Business Mini EXPO

Round	Schedule	Place	No. of Japanese companies participating
4	February 21, 2025	Tokyo	21 companies (28 persons)
4	February 26, 2025	Osaka	34 companies (36 persons)
5	February 10, 2026	Tokyo	22 companies (23 persons)
5	February 13, 2026	Osaka	32 companies (44 persons)

The results and achievements of the training in Japan conducted as part of this Project are outlined below.

- With the aim of strengthening business partnerships with Japanese companies, over 130 one-on-one business meetings were held between Japanese and Kyrgyz companies. A total of 109 Japanese companies, comprising 131 participants, took part in the Mini EXPO events held in two cities. While the first term was limited to Tokyo, the program was expanded to include both Tokyo and Osaka starting from this Project period.
- Through follow-up efforts after the business meetings held during the training in Japan, a total of three business contracts were concluded during the fourth and fifth batches. Negotiations regarding other projects are also ongoing.

Examples of successful business matching concluded during this term:

- Franchise agreement between KUMON and an educational training provider (2024)

- Distribution agreement for large-scale air conditioning systems between Panasonic and a B2B equipment sales company (2025)
- Import and sales agreement between Mont Bell and a sporting goods importer (2025)
- During company visits and showroom tours, participants exchanged views with senior executives from Japanese companies and gained knowledge and insights to help address management challenges at their own companies.
- During the training in Japan, several participants held the view that they should focus solely on business collaboration activities and did not need to participate in other training activities; while their attitude toward the program was an issue, significant improvement was observed during this period thanks to the joint efforts of both KRJC and the Consultant.

Table 18 Efforts to improve attitudes toward training participation

Initiatives up to 3rd batch	Initiatives for 4th batch and beyond
- Explain the training program in Japan at the briefing sessions held in July (when KEIEIJUKU starts) and in December (two months prior to the visit to Japan), as well as explaining the compliance rules - Hold lecture on preparation for training in Japan and points to keep in mind during the consultants' on-site work (December)	- In addition to the left, KRJC staff will conduct additional briefings. They will explain in detail the issues that have arisen in the previous term and request active participation in the training program. - Have the consultants explain the compliance rules at the pre-orientation. Clearly state penalties for violators (no issue of certificates for completion of training in Japan). - Have the consultants explain the above again on the first day of the training (after the visit to Japan).

3.2 Training in Japan for Mini-MBA Course

This training is a program designed for Mini-MBA participants with outstanding results (four participants selected from each term). Two training sessions were held this term.

Table 19 Mini-MBA Training in Japan Implementation Results

Round	No. of Participants	Schedule	Place
33 & 34	12	November 5–13, 2024	Kansai
35 & 36	12	November 5–12, 2025	Kansai

The results and achievements of the Mini-MBA Training in Japan during the relevant period are outlined below.

- A total of 24 participants who achieved outstanding results in the business plan presentation competition participated in the program, where they learned how the principles of Japanese-style Management studied in the classroom are applied in real-world business settings through company visits.
- During the on-site operations in December 2025, the Consultant held review meetings with companies participating in the 35th and 36th batches of the Mini-MBA training in Japan. The Consultant confirmed that these participants, along with other attendees, were actively sharing their experiences with their own employees and alumni associations to promote participation in the Mini-MBA program. Although the Mini-MBA course training in Japan is open only to top-performing participants, it was confirmed that information about the program is widely disseminated through channels such as referrals from friends and word of mouth, serving as an incentive for new customers to join the Mini-MBA program.

3.3 Issues and measures, lessons learned regarding the Implementation of Training in Japan

The following summarizes the issues, measures, and lessons learned regarding the implementation and operational management of each training program during this project period.

(1) Training in Japan for KEIEIJUKU

1) Issues and Measures

The following table outlines the issues and measures for Training in Japan for KEIEIJUKU during this project period.

Table 20 Issues and countermeasures for KEIEIJUKU's training in Japan

Item	Issue	Countermeasures	Outcome
Attitude of participants toward training participation	- This was a major problem, as some participants were not willing to actively participate in the training in Japan, which had a negative impact on the overall program. - There was a tendency for participants to be so busy preparing for business meetings that they did not actively participate in training programs such as company visits.	- Briefing sessions on the training program in Japan were held at the beginning of KEIEIJUKU (July) and two months prior to the visit to Japan (December) to explain the compliance rules. - KRJC staff provided additional briefings. The actual issues were explained in concrete terms using photographs and other materials, and active participation in the training was requested. - Penalties for violators (no issue of certificates for completion of training in Japan) - Review of training contents at the destination. We provided input to Japanese companies on important issues such as the interactive lecture style and how to ensure that participants would feel free to ask questions to construction work supervisors.	- Dramatic improvement in the participants' attitude toward participation in training since the 4th batch (Specific improvements) - Meet on time every morning - Actively participate in training at company observation sites - Preparation for business exchange meetings (hand-carry samples and PR materials)
Information on Japanese companies in the area of corporate visits	- Sharing information about Japanese companies to be visited one month prior to the visit to Japan - Insufficient time for advance research on the companies to be visited was pointed out	- Sharing information about Japanese companies to be visited two months prior to the visit to Japan - Allows advance research to be conducted on the companies the participants wish to visit before coming to Japan	Negotiations were conducted based on the information provided in advance for companies that were difficult to arrange visits to, and visits were made possible.
Attracting customers for individual business meetings and gatherings	- Dependence on human network of Japanese experts and consultants - High percentage of repeat participants	- PR activities to attract customers involving the Chamber of Commerce, Bureau of Industry, and other organizations - Develop new participation through all channels	A network of related organizations has been established that are interested in and supportive of business collaboration with Kyrgyz companies.

2) Lessons learned

The attitude of participants toward their training in Japan—which had been an issue during the first term—showed significant improvement starting in the second term. To address this issue, local staff took the initiative to create a manual outlining expected behaviors during the training and repeatedly explained these guidelines to participants until they were fully understood. Rather than simply following instructions, the staff took ownership of the situation, developed their own solutions, and implemented them—a process that yielded tangible results and led to a shift in their mindset. We believe that preserving and updating these insights as the organization’s explicit knowledge will contribute to its long-term self-sufficiency.

(2) Training in Japan for Mini-MBA Course

1) Issues and Measures

The following table outlines the issues and measures for Training in Japan for Mini-MBA Course during this project period.

Table 21 Issues and countermeasures for Mini-MBA training in Japan

Item	Issue	Countermeasures
Training period	The participants raised the issue that the training period of 8 days is short compared to KEIEIJUKU (12 days).	In order to ensure efficient training over the 8 days, measures were taken to increase the number of company visits by eliminating introductory lectures and review sessions by course leaders, etc.
Selection of companies to visit	Few cases where Top management explains (e.g.: 2 out of 5 companies)	Reviewed potential companies to visit.
Training contents	There were cases where the content of lectures did not reach the level expected by participants (e.g., lectures were limited to introducing the company's business).	From the time of the request to accept the training, we consulted with the managers themselves to include and explain their company's management strategy (4 out of 5 companies). The training was designed to be hands-on and participatory.

2) Lessons learned

Participants in the Mini-MBA course’s Japan training program are top-performing participants selected from each cohort. Many of them continue to share their insights as members of the HAJIME Club alumni organization even after the program ends, and they are committed to maintaining their relationship with KRJC. Through collaboration with the HAJIME Club, KRJC plans to regularly exchange views on key topics such as proposals for new KRJC courses, introductions to highly capable local lecturers, and the competitive landscape of business training programs in Bishkek. This approach is expected to enable staff to proactively manage the Mini-MBA course while advancing the organization’s self-sufficiency.

Chapter 4 Activities and Results (Other tasks specified in the Special Specifications)

4.1 Management analysis of KRJC and advice on its medium-term strategy

The Consultant provided KRJC with advice on management analysis and medium-term strategies aimed at improving profitability and achieving self-sufficiency. Specifically, among the five Japanese lecturers conducting the KEIEIJUKU program, those responsible for Strategic Management, Financial Strategy and Marketing Strategy held seminars and made recommendations specifically for KRJC's senior staff during their on-site assignment. This was done to address the issue of a lack of basic knowledge regarding finance and marketing among KRJC's senior staff.

Table 22 Results from seminars and advice on KRJC mid-term strategy

Theme	Schedule	Course participants	Contents
Basic financial strategy training for senior management	October 16, 2024	Participants: 4 persons Co-directors (Japan/Kyrgyzstan) Japanese long-term experts Chief administrators	- A seminar was held for KRJC executive staff based on the medium-term financial strategy review document prepared by JICA's long-term experts. - We recommended a system that would allow the company to become self-supporting without overseas business enhancement funds.
Advice on marketing strategies	August 22, 2025	Participants: 3 Co-director (Kyrgyzstan) Deputy section or department manager Business exchange specialist	Held seminar on market research and direct sales practices with the theme of strengthening marketing activities.
Advice to senior management on implementation of mid-term plans	November 27, 2025	Participants: 3 Co-directors (Japan/Kyrgyzstan) Business exchange specialist	Advised on key ideas for finalizing and implementing the KRJC Draft Medium-Term Plan.

When implementing the above recommendations, the Consultant held preliminary discussions regarding the content of the advice with the Japanese Co-Director of KRJC (who also serves as a JICA long-term business networking expert) and the Kyrgyz Co-Director, while carrying out their duties by appropriately sharing information on local conditions with the Japanese lecturers. The points discussed in relation to each theme are outlined below. These activities made it clearer that capacity-building for senior and regular staff is necessary for the KRJC's self-sufficiency, and a decision was made to launch capacity-building training for staff starting in 2025. When implementing the above recommendations, the Consultant held preliminary discussions regarding the content of the advice with the Japanese Co-Director of KRJC (who also serves as a JICA long-term business networking expert) and the Kyrgyz Co-Director, while carrying out their duties by appropriately sharing information on local conditions with the Japanese lecturers. The points discussed in relation to each theme are outlined below. These activities made it clearer that capacity-building for senior and regular staff is necessary for the KRJC's self-sufficiency, and a decision was made to launch capacity-building training for staff starting in 2025.

(1) Basic Training on Financial Strategy for KRJC Senior Staff

The Japanese co-director of the KRJC briefed KRJC senior staff on the plan to improve profitability. To improve profitability, discussions focused on the following four points: (1) not undertaking projects that result in a loss; (2) increasing orders from Japanese companies and other donors that contribute significantly to revenue; (3) utilizing human resources without being confined to departmental boundaries; and (4) creating projects that generate revenue through established systems rather than spending time on individual sales efforts. However, it was confirmed that because KRJC senior staff lack basic knowledge of financial accounting, attending seminars does not easily translate into actions that will solve problems within their own departments. For example, regarding the calculation of departmental income and expenditure, senior staff do not understand the organization's cost structure and lack knowledge of cost analysis, such as distinguishing between fixed and variable costs within SG&A expenses. Therefore, training is necessary to improve the financial knowledge of senior staff and department heads.

(2) Strengthening marketing activities

The Japanese lecturer advised that in order for KRJC to become self-reliant, it is important to assess the company's position within its industry, but to do so it is necessary to (1) identify the competitive factors within the industry and (2) clarify the company's unique selling points. In response to a KRJC executive's comment that full-scale market research would be costly, the Japanese lecturer explained that research can begin with simple steps taken in one's immediate surroundings, which can lead to various insights.

(3) Advice on the implementation of the medium-term plan

The Japanese lecturer provided advice to the two KRJC co-directors regarding the finalization of the KRJC Mid-Term Plan (draft), its overall structure, and the approach to revenue and expenses. It was agreed that, as the next step, the Japanese lecturer would be provided with details on specific business initiatives aimed at increasing the KRJC's revenue, as well as a breakdown of the expenditure plan (including the allocation of variable and fixed costs and the departmental breakdown of personnel expenses), in order to obtain more detailed and concrete advice.

(4) Lessons learned

In this term, we conducted seminars for executives and training sessions for staff to enhance KRJC employees' understanding of the medium-term plan and to encourage behavioral changes in each individual. While post-training surveys indicated high levels of satisfaction with the training and a good understanding of the content, we have observed through ongoing follow-ups that these factors have not yet translated into actual behavioral changes. To elevate participants from the "reaction" and "learning" stages to the next stages of "action" and "results", it is necessary to continue conducting staff training. While this process takes time, there is no quick fix for fostering behavioral change and a shift in mindset among staff. It is essential to continue these efforts patiently while monitoring the progress of the training.

4.2 Activities and Achievements Related to Strengthening Networking with Domestic and Overseas Partner Organizations

To enhance the KRJC's networking platform, the Consultant carried out activities to build a network with BDS organizations located in Japan.

Table 23 Network construction results

Organizations in Japan	Purpose of collaboration	Outcome
Osaka Chamber of Commerce and Industry (12,000 member companies)	Strengthen network with companies located in Osaka Prefecture	Co-hosting Kyrgyz Business Mini EXPO and considering business collaboration for member companies
Osaka Bureau of Industry	Strengthen network with companies located in Osaka Prefecture	Co-hosting Kyrgyz Business Mini EXPO
Tokyo Chamber of Commerce and Industry (3,500 member companies)	Strengthen network with companies located in Tokyo	Supporting publicity activities for Kyrgyz Business Mini EXPO in Tokyo area since 2024
Junior Chamber of Commerce and Industry (JCI)	Strengthen network with JCI participating companies	Established a relationship with the Business Subcommittee (IT and Food), and from 2025, through regular information exchange with Osaka JCI executives, obtained an introduction to the OLOLO Group, the largest start-up support provider in Kyrgyzstan, and held information and opinion exchange meetings with KRJC also in attendance.

Japanese companies have shown little interest in the Kyrgyz market, so the KRJC has been working to attract visitors to the Mini EXPO by leveraging its network of long-term experts. The Consultant worked to strengthen domestic networks through a public business development support (BDS) agency with a large membership base, and in 2026 it succeeded in organizing a Mini EXPO co-hosted by the Osaka Bureau of Industry and the Osaka Chamber of Commerce and Industry.

In addition, the Consultant has been working to strengthen ties with JCI since 2023. In September 2025, following an introduction by executives from OLOLO (Kyrgyzstan's largest startup support organization) who were visiting Japan for the JCI World Congress, the two parties began exchanging information. In December of the same year, while the Consultant was on assignment in the country, a visit to the company was organized by KRJC staff and Japanese experts, during which they discussed potential medium- to long-term collaboration with OLOLO executives.

One lesson learned from this Project is that, when it comes to strengthening business networking between Japan and Kyrgyzstan, there are no organizations in Japan that specialize exclusively in collaboration with Kyrgyz companies. Therefore, while seeking support from the various organizations mentioned above, it is also necessary to engage in steady, grassroots efforts that leverage personal networks. It is important to strike a balance between these two approaches; they are not mutually exclusive.

4.3 Activities and Results Related to Support for the Operation of Alumni Association

Graduates of the Mini-MBA course are organized through the HAJIME Club alumni association. While the KRJC provides support for activities such as seminars held by the alumni association, all planning and management of these activities are carried out independently and autonomously by the HAJIME Club executive committee. At the regular meetings held by the HAJIME Club, the Consultant conducts seminars led by Japanese lecturers from KEIEIJUKU at the request of the KRJC.

On the other hand, the alumni association of KEIEIJUKU launched by the KRJC in 2022 had seen its activities stagnate. However, following a restart in June 2023 involving amendments to the articles of incorporation and organizational restructuring, the association has begun to fulfill one of its founding objectives: supporting networking activities for current participants. For example, companies that have completed KEIEIJUKU now speak at the launch of new business courses, sharing their experiences. At the same time, business collaboration among companies that have completed KEIEIJUKU is actively expanding, and it has been confirmed that a significant number of alumni are willing to voluntarily share their experiences from the program with current participants and offer support.

4.4 Implementation of Training Programs for Local Lecturers

Regarding the operation of the Mini-MBA course, the KRJC has been conducting online Training of Trainers (TOT) sessions led by Japanese lecturers to promote the localization of lecturers. However, following an evaluation of training progress from 2022 to 2024, the organization has decided on a policy to achieve a 100% ratio of local lecturers by the second half of 2026. Accordingly, the Consultant worked to accelerate the transition to local lecturers ahead of the initial schedule. This involved explaining the policy to Japanese lecturers, monitoring progress through the consistent implementation of online TOT, and providing support for the transition to local lecturers. As shown in Table 23, all courses are expected to be transitioned to local lecturers by the fall of 2026.

Table 24 Transition to Local Lecturers

	Subject	Transfer Schedule
1	HR Management	Autumn 2024
2	Japanese Style Management	Spring 2025
3	Customer Service	Spring 2025
4	Strategic Management & BP	Autumn 2026
5	PQM	Autumn 2026
6	Marketing	Spring 2026
7	Accounting	Taught by local lecturers
8	Financial Management	
9	Business Law	
10	Taxation Management	

Table 25 Mini-MBA Course Evolution of Transition to Local Lecturers

Courses	Days	Result(2023)			Result(2024)			Target(2025)			Revised Target(2025)			Revised Target (2026/2nd half)		
		JP	KR	TTL	JP	KR	TTL	JP	KR	TTL	JP	KR	TTL	JP	KR	TTL
Japanese Style Management	3	3	0	3	3	0	3	3	0	3	3	0	3	3	0	3
Strategic Management, BP	7	6	1	7	5	2	7	4	3	7	3	4	7	0	5	5
PQM	8	7	1	8	6	2	8	5	3	8	4	4	8	0	6	6
Marketing & Sales	8	5	3	8	4	4	8	4	4	8	3	5	8	0	8	8
Customer Service	3	3	0	3	3	0	3	3	0	3	0	3	3	0	3	3
HRM	5	2	3	5	0	5	5	0	5	5	0	5	5	0	5	5
Others	10	0	10	10	0	10	10	0	10	10	0	10	10	0	10	10
G TTL	44	26	18	44	21	23	44	19	25	44	10	34	44	0	40	40
Local Lecturer Ratio①		40.9%			52.3%			56.8%			77.3%			100.0%		
Ratio																
Local Lecturer Ratio②		77%			79%			80%			83%			86%		
Ratio																
※BP Consultation Included														100%		
														1st half		
														2nd half		

The KRJC's business value lies in its high-quality, practical courses developed over many years through collaboration between Japanese and local lecturers, as well as the trust placed in the lecturers' tangible and intangible services by our network of current participants and alumni.

While we are on track to meet the numerical targets for the use of local lecturers in the Mini-MBA course, the local lecturers have requested that we continue to support their professional development, through ongoing training of trainers (TOT) led by Japanese lecturers and participation in training programs offered by external organizations, in order to maintain and improve the quality of instruction.

One lesson learned from this Project is that we need to establish a system that allows us to train local lecturers without relying on Japanese lecturers.

4.5 Activities and results related to the technical transfer to KRJC staff for Business Course operational management

During the first term of this Project, the BD Department experienced high staff turnover and was unable to retain employees, which led to instances where daily operations were disrupted. Given this situation, the Consultant set the goal of transferring technology to staff not only by improving the skills of existing employees but also by establishing a system that enables all staff (including participants and interns) to carry out daily operations, even with limited experience. This approach aims to accumulate both explicit and tacit knowledge related to the operational management of business courses within the organization. As specific measures, the Consultant instructed KRJC staff to: (1) list the key tasks involved in the day-to-day operational management of business courses and share responsibility assignments within the team; and (2) share work schedules and to-do lists (see Attachment 1) within the team, while conducting on-the-job training (OJT) via online meetings and email as needed.

Table 26 List of key tasks in course operational management

Schedule	Activity contents
Before course	Public relations activities, obtaining English-language materials, preparing Russian-language materials (including translation), and sending Russian-language materials to Japanese lecturers
During course	Monitoring, sharing issues identified during lectures, interviewing participants, analyzing and hypothesizing on issues
After course	Collect results of participant evaluations, prepare evaluation forms (within 2 weeks after implementation), analyze issues, test hypotheses, review, and discuss countermeasures for the next round

The development of young talent gradually progressed thanks to these initiatives, and by the end of 2023, several staff members hired as interns had grown into key personnel in day-to-day operations and were beginning to deliver results. Additionally, KRJC appointed a staff member who had returned from training at a JICA domestic center as a candidate for head of the BD department and began on-the-job training (OJT) at the end of 2024. In line with this policy, the Consultant provided support for building an organizational structure centered on these executive candidates. The evolution of the organizational chart is shown below.

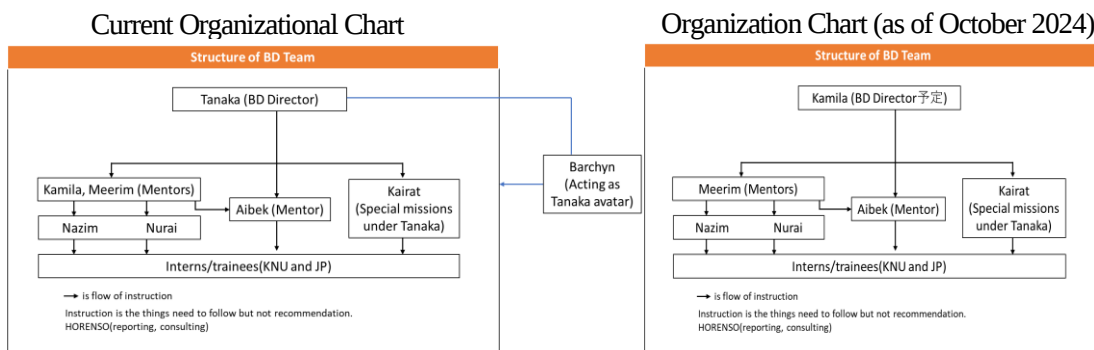


Figure 4 Changes to the Organizational Chart of KRJC BD

As shown in the organizational chart above, since the second year of the second term of this Project, KRJC has sought to increase formal and informal communication between staff members and the two co-directors by building an organization centered on KRJC staff. With the goal of reducing overtime through improved operational efficiency and establishing a rapid decision-making process, KRJC introduced and began operating

Google Workspace in January 2026 as a tool for internal task management and efficiency. In addition, given that all courses are expected to transition to local lecturers in the fall of 2026, an inventory of the respective responsibilities of KRJC and the Consultant was conducted in order to examine the organizational structure required for KRJC to independently carry out all aspects of the Mini-MBA course operations and management (see Attachment 2).

One lesson learned from this Project is that, assuming the current high turnover of personnel will continue, we can minimize risks by promoting technology transfer.

4.6 Staff Training for Strengthening KRJC Organizational Capabilities

One of the Project's goals—the transition to local lecturers for the Mini-MBA course—is expected to be achieved ahead of schedule, as described in Section 4.4. Through this process, strengthening KRJC's organizational capabilities has emerged as an urgent priority to enable the KRJC to achieve self-sufficiency in managing business courses over the medium to long term. Starting in March 2025, KRJC launched staff training aimed at strengthening organizational capabilities across seven themes, targeting all departments that interact with the public (Business Development, Japanese Language Courses, Programs to Promote Mutual Understanding, Reception, and Customer Service).

Subsequently, KRJC requested that the Consultant conduct staff training on four themes (Items 1–4 in Table 27) that each spanned a one-year training period.

Regarding the staff training sessions conducted by the Japanese Co-Director (items 5–7 in Table 26), a series of approximately 10-minute-long video clips has been produced by JICA long-term experts. The training is currently being conducted using a format that allows staff to watch the videos during their spare time.

Table 27 Identification of current issues for staff training

Theme	Current issue	Lecturer	Participants
① Business Etiquette	The concept of putting the customer first has not taken hold among the staff.	Japanese lecturers (Online)	19 staff at senior manager level or below in the three departments
② Reception and Customer Service	Some staff work while looking at their cell phones. The basic idea of providing support and guidance to visitors is lacking.	Japanese lecturers (Online)	10 staff who may be responsible for reception
③ Personnel System Restructuring	There is no established system for appointment and promotion of personnel.	Japanese lecturers (Online)	Co-director on Japan side
④ Strengthening Sales Skills	Tendency not to commit to results and being content with disseminating information through social networking sites. Missing out on opportunities to close deals because they lack experience in how to interact with customers and conduct business meetings.	Consultant (face-to-face)	12 staff at department head level or below in the three departments
⑤ Organizational Management as Department Head	Does not meet the requirements and competencies (awareness, knowledge, and practical skills) of a department head as defined by KRJC.	KRJC long-term experts	Senior Managers, Department Heads
⑥ How to Proceed with Task Management and Multitasking	Not trained to effectively prioritize work and meet deadlines.	KRJC long-term experts	Department heads and staff of the four divisions

Theme	Current issue	Lecturer	Participants
⑦ Profitable Business Model Concept	Lack of understanding of the organization's cost structure, including personnel, general and administrative expenses, and other overhead costs. There is a lack of awareness of labor productivity. A change in mindset is essential to maximize profitability with limited resources.	KRJC long-term experts	Senior Managers, Liaison Specialists, Department Heads, Staff

For KRJC, this first staff training session aimed at strengthening organizational capabilities was designed to meet the needs of employees seeking to improve their skills, and it has been highly rated by staff. The training outcomes, as confirmed through post-training reviews and interviews with participants, are detailed below in sections 4.6 (1) 2) and 4.6 (2) 2). The session was conducted so that everyone could speak freely without regard to hierarchical relationships, and participants were encouraged to propose any ideas they believed would be beneficial for strengthening organizational capabilities. For particularly challenging questions anticipated in sales activities, mock Q&A sessions were conducted.

Table 28 Results of implementing organizational capacity-strengthening staff training

Theme	Implementation period (2025)	Details of implementation
① Business Etiquette	1)Once a week from June 20 to July 25 (9:30 a.m. to 12:30 p.m.), 5 times in total 2)End of December: confirm progress of activities 3)May 2026: final summary	Regarding 1), online training was conducted and a presentation was held on the last day.
② Reception and Customer Service	1)Once a week from September 5 to September 19 (9:30 a.m. to 12:30 p.m.), 3 times in total 2)End of December: confirm progress of activities 3)March 2026: final summary	Regarding 1), online training was conducted and a presentation was held on the last day.
③ Personnel System Restructuring	1)Individual consulting: implemented three times from June 2025 to March 2026 2)Training for executives: June 8, 2026	Individual consulting and training for executives held online regarding personnel evaluations and KRJC staff salaries (revisions, range setting, evaluation methods)
④ Strengthening Sales Skills	1)June 16-18, 3 hours per day for a total of 3 sessions 2)December 2025: follow-up on activity progress 3)Mid-June 2026: final summary (planned)	1) was conducted as in-person training.

(1) “Business Etiquette” and “Reception & Customer Service”

The results of the staff training for capacity-building are outlined below.

1) Improving customer service capabilities

In Kyrgyzstan, where the service sector accounts for a large share of the economy, incidents of customer harassment have been on the rise in recent years, and the three departments of the KRJC have been struggling to deal with aggressive customers and those making unreasonable demands. During staff training, participants learned from various perspectives about the importance of putting themselves in the customer’s shoes and acting in response to their needs. The Consultant provided advice on specific ways to handle difficult cases experienced

by staff, and this served as an opportunity to learn about the pride and psychological safety that are essential to service providers.

Service Industry / A Positive Cycle Driven by Shared Customer Satisfaction: ① Service providers deliver skills and procedures to customers (visible, monetizable) ② Customer satisfaction is achieved, and feedback on that satisfaction is communicated and shared with service providers ③ A bond of mutual understanding forms between customers and service providers (invisible, non-monetizable) ④ Enhanced motivation among service providers further improves service quality, leading to an increase in customer numbers and higher revenue
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2) Training Outcomes

Regardless of the length of service at KRJC, this initiative provided an opportunity for employees to independently identify customer service challenges in the workplace and discuss solutions across departments, fostering a sense of ownership. Staff members themselves determined the details of their service improvement initiatives—including objectives, methods, and timelines—and delivered presentations on these initiatives.

In addition, regarding the progress of the “Business Etiquette” and “Reception and Customer Service” initiatives, we plan to have staff members share their progress (to be conducted in late December 2025) and compile a final summary (scheduled for mid-June 2026).

(2) Strengthening Sales Capabilities

1) Sharing challenges across KRJC's three divisions to boost revenue

To achieve KRJC’s revenue targets for 2025 and beyond, the Consultant conducted workshops for sales training participants on practical, customer-centric sales activities (1) analyzing departmental challenges, strengths, and weaknesses, as well as KRJC’s positioning; (2) benchmarking against competitors; and (3) reviewing sales case studies. The Consultant facilitated the process to ensure active discussion, free from organizational constraints, regarding how each department should implement the basic business management policies that KRJC has outlined for all departments. Since the business environments of each department vary, it was confirmed that, after analyzing their department’s positioning and competitive landscape, staff members must propose activities necessary to maintain their department’s competitiveness to KRJC executives, and that KRJC executives would actively evaluate bottom-up proposals from each department based on a field perspective. It was agreed that concrete discussions regarding these new proposals would proceed within each department.

2) Training Outcomes

To identify KRJC’s competitive advantages relative to its competitors, the Consultant created a competitive analysis table for KRJC. In interviews conducted with participants following the training, many staff members commented that the cross-departmental exchange of ideas had “broadened the perspective of participants in the sales skills enhancement training” and that they “wished to continue this cross-departmental dialogue in the future.” The tasks for each department discussed during the sales capability enhancement training are outlined

below. In December 2025, the Consultant conducted an on-site follow-up to the staff training, reviewing the results and challenges of each department's initiatives and providing KRJC staff with proposals and advice for addressing these challenges. Subsequently, these initiatives were implemented during sales activities from January to May 2026, and a final summary meeting was held online in mid-June.

Table 29 Initiatives and impediments of each department discussed in the Strengthening Sales Skills training

Department name (number of participants)	Tasks to increase revenue	Factors hindering tasks
Business Division (12 participants)	- Promote direct sales activities in which staff proactively approach customers and break away from dependence on social media - Developing new clients	- Lack of experience in direct sales activities - Difficulty (financial) in attracting customers for KEIEIJUKU: Listing potential participants who are willing to pay 4,000 USD cash for the course is challenging. - Inability to acquire new knowledge because of being too busy with daily work
Japanese Language Course department (2 participants)	- Expansion of online lectures (currently 90% are face-to-face lectures) - Expand customer base through installment payment of course fees	- Lack of lecturers - Strong sense of security with regard to face-to-face classes - KRJC's basic policy regarding the collection of course fees is cash payment
Program to promote mutual understanding (2 participants)	Expansion of Japanese collaborators (Japanese high schools and universities)	Limited collaboration partners on the Japanese side, with no point of contact other than the university's supervising department

Table 30 Staff capacity enhancement training initiatives for fiscal year 2025

Dept. name	Details of initiatives	Results of initiatives	Follow-up
Business Division	- Achieve business course goals by practicing the business meeting techniques learned in the sales training course - Promote direct sales activities - Promote sales activities as a team, rather than relying on a specific staff member	Results of attracting customers to Business Course - 5th term of KEIEIJUKU: 14 participants (94% achievement rate) - 37th term of Mini-MBA course: 88 participants (110% achievement rate)	- Staff gave presentations on successful examples of business meetings and exchanged opinions with other staff members. - A one-year summary is scheduled for mid-June 2026.
Japanese Language Course department	Expand customer base by introducing an installment payment system for course fees	- Started researching the introduction of an installment payment system through a bank. - Surveyed activities of competing institutions (language institutes in Korea and China supporting monthly payment)	Explain that the introduction of an installment payment system would risk increasing the number of participants who fail to pay course fees, and that it is the company's policy not to implement such a system.
Program to promote mutual understanding	Expansion of collaborators 1) Kyrgyzstan: Cooperation with local educational institutions 2) Japan: Cooperation with non-school institutions	1) Negotiations begin for collaboration with a private school in Osh 2) Online meetings with potential partner companies referred by consultants (July)	Confirmed that collaboration with private schools in Osh is under way

Dept. name	Details of initiatives	Results of initiatives	Follow-up
Reception and Customer Service	- Strengthen customer response capabilities (customer harassment countermeasures) - Thinking from the customer's perspective	Putting the ideas learned in the August/September staff training into practice in daily operations	Have staff present best practices in customer service, and exchange of opinions with participants. - A one-year summary is scheduled for mid-June 2026.

(3) Lessons Learned

Since June 2025, the Consultant has been conducting staff capacity-building training for KRJC employees. As with the training for senior management, post-training surveys indicate that participants are highly satisfied with the training and have a good understanding of the content; however, as we continue our follow-up efforts, we are finding that this has not yet translated into behavioral changes among individual staff members. To elevate participants from the initial stages of “reaction” and “learning” to the next stages of “action” and “results,” it is essential to continue conducting staff training. While this process takes time, the mindset shifts and behavioral changes that constitute the outcomes of staff capacity-building training cannot be achieved overnight; continuous efforts and progress monitoring by both trainers and participants are indispensable.

4.7 Implementation of KEIEIJUKU Impact Surveys

KRJC launched KEIEIJUKU in 2021. By March 2025, four Rounds totaling 58 participants had completed the program. At KRJC's request, the Consultant implemented qualitative and quantitative surveys among the graduates to evaluate KEIEIJUKU's activities over the past four years, confirming concrete outputs and sharing challenges.

Table 31 Overview of KEIEIJUKU Effectiveness Survey

Survey Period	Early August to late August 2025
Target	All 58 participants in KEIEIJUKU (Batch 1–4)
Number of Respondents	27 (response rate: 47%)
Survey Method	Quantitative survey: Online questionnaire

The Consultant created the impact survey questionnaire, conducted the survey, and analyzed and evaluated the results. KRJC handled the Russian translation of the questionnaire, its online distribution to KEIEIJUKU graduates, and confirmation of questionnaire collection status. The Consultant compiled the survey results and presented recommendations to KRJC executives for the sustainable development of KEIEIJUKU going forward. While the recommendations covered a wide range of topics, the proposals concerning particularly important items are outlined below.

Table 32 Current state of KEIEIJUKU and proposals for sustainable growth

Item	Current state	Proposal
Goals of KEIEIJUKU	The main goal of KEIEIJUKU is to establish business partnerships with Japanese companies.	Add "business partnerships with neighboring countries" as a goal to make the achievement of the goal more realistic.

Item	Current state	Proposal
Follow-up on business collaboration activities	40% of cases do not proceed to specific projects after MOUs are signed	Establish a forum for regular information exchange among MOU signatory companies.
Business Meeting Techniques	Start in 2025 in parallel with lectures to facilitate business meetings in Japan	Consultants also support implementation during local operations to deepen the contents.
Curriculum	"Operations Management" incorporates manufacturing and service industries	Support is required for Kyrgyz industry changes and new lecture needs (e.g.: DX practical course for service industry managers)

Table 33 Survey results and proposals regarding KEIEIJUKU's effectiveness

Item	Outcome
Survey results	This was the first time for KRJC to conduct an effectiveness measurement survey of all KEIEIJUKU graduates. Analysis of the collected questionnaires showed that the 58 graduates gave a very high evaluation of KEIEIJUKU, leading to increased motivation among KRJC staff. We believe that it provided an opportunity for each staff member to think proactively about the future of KEIEIJUKU.
Proposal	• The Consultant suggested "incorporating a lecture on business meetings" in the summary of the questionnaire. • KRJC will consider the activities of KEIEIJUKU for the following year and beyond based on the Consultant's proposal.

One challenge was that KRJC had no prior experience conducting such a survey and adopted a passive approach, which made collecting questionnaire responses difficult and raised concerns about whether a sufficient sample size could be obtained. Therefore, after consulting with KRJC, it was decided to distribute the questionnaires online and to individually reach out to graduates of KEIEIJUKU to ensure reliable response collection. With the Consultant leading the survey, specific feedback from graduates began to come in. As the effectiveness of the KEIEIJUKU program they had been working on became visible, a sense of ownership was fostered among local staff, leading them to take proactive steps toward further process improvement. The lesson learned from this experience is that while it is important for each individual to feel a sense of ownership regarding project implementation, rather than simply asking staff to “feel a sense of ownership,” it is necessary to translate this into concrete actions and share goals with them.

Chapter 5 Achievement of Project Purpose and Recommendations

5.1 Accomplishments of the purpose of works

【Purpose of works】

- ① **Enhance the platform function of KRJC to facilitate linkages with various internal and external organizations.**

Through the KEIEIJUKU initiative, we are promoting the establishment of partnerships between Kyrgyz and Japanese companies. Relevant Japanese organizations supporting these activities have been established in the Tokyo and Kansai regions, and they conduct regular information exchanges.

- ② **Strengthen KRJC's business human resource development function through the implementation of business courses.**

Two KEIEIJUKU courses and five Mini-MBA courses were held, with 28 and 397 participants, respectively, attending the lectures to learn about the practical application of Japanese-style management systems in the workplace. These programs have been working to enhance participants' management skills and have achieved positive results.

- ③ **Assist KRJC in strengthening its planning, operational management, and financial management capacity for sustainable development.**

In addition to the existing capacity-building training for senior staff, we have launched sales skills training and customer service training for employees in the Business Division, Japanese Language Division, and Mutual Exchange Division.

5.2 Outcomes and accomplishments of consultancy activities in line with the PDM

The results of the consulting activities during the Works period and the status of PDM indicator achievement are shown below.

Table 34 Achievement of indicators Achievement of indicators

Outcome	Achievements
Outcome 1: "KRJC's platform function for business, academic, and other municipal exchanges is formed through activities based on an annual plan"	Networking activities to strengthen business ties between Japan and Kyrgyzstan:
	1) Kyrgyz Business Mini EXPO Two business exchange meetings were planned and held during each of the training periods in Japan, providing a total of 200 opportunities for individual business meetings. Negotiations are ongoing on an individual basis in cases where both parties are interested in starting business transactions.
	2) Individual business meetings During the training period in Japan, individual business meetings between Japanese and Kyrgyz companies were held separately from the Mini EXPO, and the Consultant assisted in the operation and selection of candidate companies for business meetings. In total, more than 70 individual business meetings were held, and the Consultant selected, introduced, and held preliminary discussions with Japanese companies in five cases, leading to the conclusion of an agency agreement in one of these cases.
	Developing domestic and international/partner organizations:
	1) Chamber of Commerce and Industry (Tokyo, Osaka) 109 companies participated (total of 1 and 2) Contributed to strengthening collaboration by co-hosting the Mini EXPO and

Outcome	Achievements
	supporting public relations activities. 2)Osaka Bureau of Industry Contributed to the strengthening of partnerships through co-sponsorship support for Mini EXPO in Osaka and business collaboration activities. 3)Japan Junior Chamber (JC) Regularly exchanged information with Osaka JC executives, which has the largest number of members in Japan. 4)Through an introduction by the OLOLO Group Osaka JC, became acquainted with the OLOLO Group, the largest start-up support provider in Kyrgyzstan. We visited the company during the local operations period and began discussing the possibility of medium- to long-term collaboration with KRJC. - Partnerships with companies interested in the Kyrgyz market: Established a network of Japanese companies interested in the Central Asian market through participation in projects at other centers located in Central Asia, which was horizontally expanded into KRJC projects (IT, food, and education sectors). - A total of 35 companies (total of 130 cases) participated. Developing a new Business Course customer base: Japanese lecturers from KEIEIJUKU held "Morning Business Insight" sessions 5 times on current topics, contributing to the promotion of the Business Course and the development of new clients. Collaboration with neighboring Japan Centers: In collaboration with the Kazakhstan-Japan Center, a total of 6 one-off seminars by Japanese lecturers were held, with a total of 58 Kyrgyz and Kazakh businesspersons participating.
Outcome 2: "The human resources development function of the KRJC, which contributes to the competitiveness of Kyrgyz enterprises, is further strengthened through current and new activities."	Support for independent operation of the Business Course: ① Given the high mobility of KRJC staff, we worked on manual development and thorough prior management to ensure that even untrained staff can carry out Business Course operations. The number of problems during course implementation, which was 3 in 2024, could be reduced to zero in 2025. ② We encouraged lecture review meetings and guided KRJC staff in the practice of PDCA, contributing to a step forward in the independent operation of the Business Course. Improvement of processes for KEIEIJUKU business collaboration activities: In collaboration with the Japanese lecturers and the co-directors of KRJC, we promoted process improvement so that participants of KEIEIJUKU could prepare for business meetings with Japanese companies without delay in parallel with attending the lectures. Staff capacity-building training: We contributed to strengthening the capabilities of KRJC staff by focusing on the themes of strengthening sales skills and customer service practices from the customer's perspective. Training of local lecturers / promotion of TOT (all Mini-MBA courses): ① 2024-2025: Accelerated use of local lecturers in Mini-MBA courses ② Fall 2026: 100% conversion to local lecturers expected to be achieved
Outcome 3: "KRJC's operational management and financial capacity is developed for sustainable development."	Effectiveness measurement survey of participants who completed the first four terms of KEIEIJUKU: ① Quantitative and qualitative evaluation data were obtained on the graduates' evaluation of initiatives across the 4 years of KEIEIJUKU. ② An evaluation of the 4 years of activities and recommendations for the next term were made. ③ The various measures implemented by the Consultant to obtain survey responses were shared as formal knowledge among KRJC staff, allowing them to conduct the surveys independently the next time around. Advice to KRJC executive staff on mid-term strategy: Japanese lecturers provided advice to KRJC local executives on the topics of financial strategy, marketing strategy, and mid-term strategy operation.

5.3 Achievement of Project Purpose and Recommendations

The basic functions of the KRJC platform for business, academic, and various other areas of cooperation between Kyrgyzstan and Japan will be established.

Based on the Japan Center 2.0 Initiative, KRJC has set the enhancement of its platform functions as a project goal to promote collaboration with various domestic and international organizations. The goal of KEIEIJUKU is to build business partnerships between Kyrgyz and Japanese companies. During the period from September 2024 to October 2025, seven MOUs and eight contracts were signed. The cumulative total since the first term is 78 MOUs and 19 contracts, for a total of 97, thereby achieving the Project's PDM targets.

To ensure that the development of business partnerships—one aspect of the KRJC platform's functions—continues to be promoted in a sustainable and self-reliant manner, it is essential that more talented business professionals participate in the Business Course. While social media has traditionally been the primary channel for recruiting participants for the Business Course, in order to attract new customers, it is necessary to identify target groups, formulate hypotheses regarding their needs, and develop concrete proposals based on those hypotheses. While implementing this process is labor-intensive and requires coordination within the team, there are currently instances where efforts rely too heavily on the personal initiatives of individual KRJC staff members. Therefore, it is essential for BD department staff to build upon the knowledge gained from the sales skills enhancement training for staff, launched in 2025, accumulate successful business negotiation cases, and strengthen the organization's overall sales capabilities in order to facilitate self-sustaining operation of KRJC's Business Course. As KRJC staff gain experience in business meetings and accumulate experience through trial and error—repeating small successes and failures—a sense of ownership regarding sales activities will be fostered. The two co-directors of KRJC must continue to work on creating a workplace culture where staff can actively challenge themselves to achieve their goals. Based on the Japan Center 2.0 Initiative, KRJC has set the enhancement of its platform functions as a project goal to promote collaboration with various domestic and international organizations. The goal of KEIEIJUKU is to build business partnerships between Kyrgyz and Japanese companies. During the period from September 2024 to October 2025, seven MOUs and eight contracts were signed. The cumulative total since the first term is 78 MOUs and 19 contracts, for a total of 97, thereby achieving the Project's PDM targets.

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fostered. The two co-directors of KRJC must continue to work on creating a workplace culture where staff can actively challenge themselves to achieve their goals.

5.4 Recommendations for Achieving Overall Goal

Contribute to connecting various organizations and people in Japan and Kyrgyzstan through KRJC's platform function.

To enhance the platform’s functionality and achieve self-sufficiency, it is essential that KRJC staff be able to independently manage communications with various external organizations. The KRJC Business Course Division’s organizational structure required staff to handle multiple tasks simultaneously, resulting in chronic overtime. Additionally, due to high turnover among younger employees, key personnel struggled to remain with the organization, creating a work environment that hindered medium- to long-term talent development. Since the second half of 2024, KRJC has been working to foster a culture where staff can proactively address management challenges and draw out motivation on the front lines. This includes promoting KRJC staff to management positions and assigning new graduates to new business initiatives with the aim of achieving autonomous organizational operations. We have confirmed that promising young talent is beginning to emerge. However, assuming that core personnel will remain with the organization is too risky when planning future organizational development. Therefore, it is necessary to address this issue with the understanding that personnel turnover will continue to occur on a regular basis.

Specifically, rather than narrowing down the pool of managerial candidates to a single person, we should always have backup personnel ready. To achieve this, we should continue to hire new graduates and develop them into productive members of the team through on-the-job training. Furthermore, to avoid concentrating decision-making regarding multitasking on specific individuals, we should assign a leader to each project and establish a matrix organization that allows those leaders to operate across departmental boundaries. By doing so, we believe we can build a resilient and robust organization capable of withstanding personnel turnover.

Chapter 6 Record of Input

The actual input of experts is shown in the following table.

Table 35 Input Results

Responsibility	Total operations (person-months)
Chief of Operations / Support for improving Organizational Management Capacity	2.07
Deputy Operations Manager / Course Operational Management / Networking Building and Coordination	4.23
Business Course Lecturer (1)	3.57
Business Course Lecturer (2)	2.75
Business Course Lecturer (3)	0.10
Business Course Lecturer (4)	0.63
Business Course Lecturer (5)	2.17
Business Course Lecturer (6)	0.35
Business Course Lecturer (7)	1.40
Business Course Lecturer (8)	0.80
Business Course Lecturer (9)	0.05
Business Course Lecturer (10)	0.00
Business Course Lecturer (11)	1.42
Business Course Lecturer (11)	0.05
Coordinator of Training in Japan (1)	1.00
Coordinator of Training in Japan (2)	0.50
Coordinator of Training in Japan (3)	0.50

Mini-MBA R34 Operational Management (what to do in the business course)

SAMPLE
Mar

Issue	PIC	Key Issues discussed in R33 Wrap Up	KRJC BC Confirmation
Zoom Link URL	All	Zoom Link Confirmed on Mar 4 th	
Mini-MBA R33 Wrap up follow up		1) <u>Zoom Link URL Activation Time</u> Lecturer requests Zoom Meeting URL be activated at least 30 minutes before the lecture 2) <u>Time Management</u> Last year there has been confusion and lecture does not start on time quite often. Effective Time Management is required by KRJC BC monitoring staff In order to manage online lecturer for more than 40 participants (various method discussed in 2023) 3) <u>Request to share KRJC Staff WhatsApp Mobile Number with Lecturers in case of emergency on the day when lecture is planned.</u> ※we had various issues with R33, making this info necessary 4) <u>Data sharing of Russian PPT with lecturers</u> (especially when Lecturers are in charge of page turning, lecturer need to have Russian version PPT 2 – 3 days prior to the lecture) 5) <u>Comment/Suggestion in Evaluation sheet</u> Request KRJC BC to address R34 participants the importance of Comment, asking them to give written comment as much as possible. With Evening course, comment/suggestion were much limited than Morning course. 6) <u>Evaluation Sheet</u> This report is supposed to be submitted to Lecturer within 2 weeks of Implementation of the course (last year it took 2 months, making it impossible to conduct Wrap Up Meeting with lecturers)	

<u>Person In Charge for the module</u>
Japanese style of management
Customer service
Business Planning and strategic management
HRM
Accounting
Sources of investment
Marketing and Sales
PQM
Financial management
Business law
Taxation

Changes for Independent Operation of Mini-MBA from R39 (Oct 2026) onward

	Before (～R38)	PIC	After R39 (Independent Operation by KRJC)	PIC
Preparation	(For Local lecturers) Schedule coordination and assignment confirmation	KRJC	(Local lecturers) Schedule coordination and assignment confirmation	KRJC
	(For Japanese lecturers) Schedule coordination and assignment confirmation	JP consultant	(Japanese lecturers) Schedule coordination and assignment confirmation	-
	(For Japanese lecturers) Request for preparation of teaching materials and schedule management	JP consultant	-	-
	Notify interpreters of the schedule and share materials	KRJC	Notify interpreters of the schedule and share materials	KRJC
	(For Local lecturers) Consultation with lecturers on lecture content	KRJC	(Local lecturers) Consultation with lecturers on lecture content	KRJC
	Issue/distribute lecture links	KRJC	Issue/distribute lecture links	KRJC
	sales promotion	KRJC	sales promotion	KRJC
During the course	On-site support during modules	KRJC	On-site support during modules	KRJC
	Planning a final presentation session	KRJC	Planning a final presentation session	KRJC
	Selecting the top 4 participants	KRJC・Japanese lecturer	Selecting the top 4 participants <i>*Japanese lecturer is not expected to be included at this stage. The selection of judges will need to be discussed.</i>	KRJC
After each module/ Overall course	Compilation of evaluation sheets and sharing the results with lecturers	KRJC	Compilation of evaluation sheets and sharing the results with lecturers	KRJC
	Review of evaluation results and proposal of improvement measures (for Japanese lecturers' sessions)	JP consultant	Review of evaluation results and proposal of improvement measures (for all sessions)	KRJC
	(For Japanese lecturers) Coordination of wrap-up session schedules and issuance of Zoom ID	JP consultant	-	-
	(For Local lecturers) Coordination of wrap-up session schedules and issuance of Zoom ID	KRJC	(For Local lecturers) Coordination of wrap-up session schedules and issuance of Zoom ID	KRJC
	Reporting and proposing identified issues and improvement measures from wrap-up sessions to KRJC management	JP consultant	Reporting and proposing identified issues and improvement measures from wrap-up sessions to KRJC management	KRJC
Japan training	Coordination of the study visit program in Japan	JP consultant	Coordination of the study visit program in Japan	JP consultant
	Preparation of participant profiles	KRJC/JP consultant	Preparation of participant profiles	KRJC/JP consultant
	Preparation of application forms for the training in Japan	JICA/KRJC/participants	Preparation of application forms for the training in Japan	JICA/KRJC/participants
	Arrangement of flight tickets for the training in Japan	JICA	Arrangement of flight tickets for the training in Japan	JICA
others	Management of Moodle	KRJC	Management of Moodle	KRJC
	ToT	JP consultant	ToT	KRJC (supported by JP consultant)