

付 属 資 料

- 1 . 討議議事録 (R/D)
- 2 . ミニッツ(M/M)

RECORD OF DISCUSSIONS BETWEEN
THE JAPANESE IMPLEMENTATION STUDY TEAM AND
AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE REPUBLIC OF KAZAKHSTAN
ON JAPANESE TECHNICAL COOPERATION
FOR THE 'KAZAKHSTAN-JAPAN CENTER
FOR HUMAN DEVELOPMENT' PROJECT

The Japanese Implementation Study Team, organized by the Japan International Cooperation Agency and headed by Ms. Kae Yanagisawa (hereinafter referred to as "the Team"), visited the Republic of Kazakhstan from August 3 to the August 11, 2000 for the purpose of working out the details of the technical cooperation program concerning the project entitled 'Kazakhstan-Japan Center for Human Development in the Republic of Kazakhstan' (hereinafter referred to as "the Project").

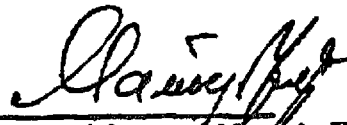
During its stay in the Republic of Kazakhstan, the Team exchanged views and had a series of discussions with the Kazakhstani authorities concerned and institutions on desirable measures to be taken by both governments for the successful implementation of the above-mentioned Project.

As a result of a series of discussions, the Team and the Kazakhstani authorities concerned agreed to recommend to their respective governments the matters referred to in the document attached hereto.

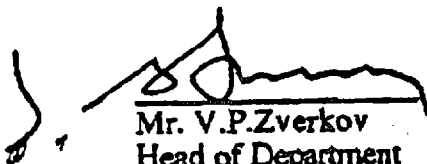
Almaty, August 10, 2000



Ms. Kae Yanagisawa
Leader,
Implementation Study Team,
Japan International Cooperation Agency,
Japan



Prof. Dr. Mamyrov-Nurgaly Kulshemanovich
Rector,
Kazakh State Academy of Management
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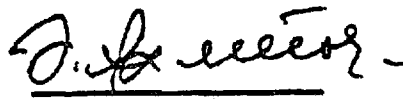
Mr. V.P. Zverkov
Head of Department
International Economic Cooperation,
for Foreign Affairs,
Republic of Kazakhstan



Mr. A. I. Androshenko
Vice-minister,
of Economy,
Republic of Kazakhstan



Mr. R.K. Tokseitov
First Vice-minister
of State Revenue
Republic of Kazakhstan



Mr. A.S. Akhmetov
Vice-minister,
of Education and Science,
Republic of Kazakhstan

ATTACHMENT

I. COOPERATION BETWEEN BOTH GOVERNMENTS

1. The project will be implemented through cooperation between the Government of the Republic of Kazakhstan and the Government of Japan.
2. The Project will be implemented in accordance with the Master Plan, which is given in Annex I.

II. MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

In accordance with the laws and regulations in force in Japan, the Government of Japan will take, at its own expense, the following measures through the Japan International Cooperation Agency (hereinafter referred to as "JICA") according to the normal procedures under the Technical Cooperation Scheme of Japan.

1. The Government of Japan will provide the services of the Japanese experts listed in Annex II.
2. The Government of Japan will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III.
3. The Government of Japan will receive Kazakhstani personnel connected with the Project for training in Japan.
4. To ensure the smooth implementation of the Project, the Government of Japan will cover a portion of Project costs.
5. To ensure the smooth implementation of the Project, the Government of Japan will take, in accordance with the laws and regulations in force in Japan, special measures through JICA with the purpose of supplementing a portion of the local cost expenditures necessary for the execution of the physical infrastructure.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE REPUBLIC OF KAZAKHSTAN

1. The Government of the Republic of Kazakhstan will take necessary measures to ensure that the management of the Project will be established during and after the period of Japanese technical cooperation, through the full and active involvement in the Project of all related governmental bodies, target groups and institutions.
2. The Government of the Republic of Kazakhstan will ensure that the technologies and knowledge acquired by Kazakhstani nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Republic of Kazakhstan.
3. The Government of the Republic of Kazakhstan will grant in the Republic of Kazakhstan privileges, exemptions and benefits as listed in Annex IV and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions to the Japanese experts referred to in II-1 above and their families.
4. The Government of the Republic of Kazakhstan will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in II-1.
5. The Government of the Republic of Kazakhstan will take necessary measures to ensure that the knowledge and experience acquired by Kazakhstani personnel through training in Japan will be utilized effectively in the implementation of the Project.
6. The Government of the Republic of Kazakhstan will take necessary measures to provide at its own expense for the Project:
 - (1) buildings and facilities as listed in Annex V,
 - (2) supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided through JICA under II-2

above,

(3) assistance in finding suitably furnished accommodations for the Japanese experts and their families and

(4) assignment of personnel necessary for the administration of the Project described in IV below.

7. The Government of the Republic of Kazakhstan will take necessary measures to meet:

(1) expenses for transportation within the Republic of Kazakhstan of the Equipment referred to in II-2 above as well as for the maintenance,

(2) customs duties, internal taxes and any other charges imposed in the Republic of Kazakhstan on the Equipment referred to in II-2 above and

(3) running and personnel expenses necessary for the implementation of the Project other than those covered by Japanese side.

IV. ADMINISTRATION OF THE PROJECT

1. For the effective and successful management of the Project, a Joint Coordination Committee will be established whose functions and composition are described in Annex VI.

2. The Rector of the Kazakh State Academy of Management Named after T. Ryskulov (hereinafter referred to as "KazSAM") will be assigned as the Chairperson for the Joint Coordination Committee, as well as as the Advisor to the Director of the Japan Center for Human Development (hereinafter referred to as 'the Japan Center') referred in Article 3 below.

3. A Japanese expert will be assigned as the Director of the Japan Center and bear overall responsibility for the implementation of the Project except in areas which require coordination among Kazakhstani governmental bodies concerned.

4. A Vice Rector of KazSAM will be assigned as the Kazakhstani Coordinator,

and will, together with the Japanese Coordinator, assist the Director in administrative and technical matters pertaining to the implementation of the Project. In addition, he/ she will assist the Director in coordination within KazSAM and among Kazakhstani governmental bodies concerned.

5. Japanese experts, together with Kazakhstani Course Managers, will develop, implement and monitor business, computer and Japanese language courses. The Managers will be assigned by Kazakhstani side at its own expense on either full-time or part-time basis.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by the two Governments through the Kazakhstani governmental bodies concerned and JICA at the middle and during the last six months of the cooperation term in order to examine the effectiveness and impact of the Project.

VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the Republic of Kazakhstan shall bear claims, if any arise, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of Kazakhstan except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between the two governments on any major issues arising from, or in connection with, this Attachment.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Republic of Kazakhstan, the Government of the Republic of Kazakhstan will take appropriate measures to make the Project widely known to the people of the Republic of Kazakhstan.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attachment will be five (5) years from October 1, 2000.

Note

This Record of Discussions was signed both in English and Russian. Both sides agreed and confirmed that the English version shall be authentic.

I. Main Target Groups

1. The Japan Center will be open to the public.
2. The main target groups of the Japan Center will be:
 - (1) professionals in both private and public sectors,
 - (2) students and
 - (3) the general public.

II. Master Plan of the Project

Overall Goal

- 1 The process of transition to a market economy in Kazakhstan will be enhanced.
- 2 Mutual understanding and friendly relations between the two countries will be reinforced.

Project Purpose

- 1 The Japan Center will play a key role in human resources development of Kazakhstan toward a market economy.
2. The Japan Center will promote mutual understanding between the peoples of the two countries through information services and other programs.

Output

- 1 The Japan Center will be managed efficiently and effectively and accessible for general public.
- 2 Business and computer courses (hereinafter referred to as "business courses") will be continuously offered to provide practical knowledge and skills pertinent to the market economy. The implementation of the courses will be localized gradually.
- 3 Japanese language courses will be continuously offered to fulfill the needs of the general public, professionals in business and the public sectors and Japanese language teachers. The implementation of the courses will be localized gradually.
- 4 Publication and visual materials related to Japan in such fields as economy, society and culture will be provided. In addition, the Japan Center will be fully utilized for exchange programs between the two countries.

Activities

- 1-1 To establish and operate the Joint Coordination Committee.
 - 1-2 To secure necessary personnel and establish the organization of the Japan Center.
 - 1-3 To make the Plans of Operation of the Japan Center for entire cooperation period and each individual year.
 - 1-4 To establish effective management for facility utilization and equipment maintenance.
 - 1-5 To conduct publicity activities concerning the Japan Center.
 - 1-6 To train Kazakhstani personnel for the sustainable management, administration and operation of the Japan Center.
-
- 2-1 To conduct needs surveys on business courses.
 - 2-2 To make a basic design of business courses based on the result of the needs surveys.
 - 2-3 To make annual implementation plans for business courses.
 - 2-4 To advertise for applicants and select participants.
 - 2-5 To implement the courses.
 - 2-6 To train Kazakhstani personnel who will manage and implement the business courses.
 - 2-7 To evaluate the outcome of the courses and reflect lessons learned in future courses.
-
- 3-1 To conduct needs surveys on Japanese language courses.
 - 3-2 To make a basic design of Japanese language courses based on the result of the needs surveys.
 - 3-3 To make annual implementation plans for Japanese language courses.
 - 3-4 To advertise for applicants and select participants.
 - 3-5 To implement the courses.
 - 3-6 To train Kazakhstani personnel who will manage and implement the Japanese language courses.
 - 3-7 To evaluate the outcome of the courses and reflect lessons learned in future courses.
-
- 4-1 To provide services such as publication and visual materials and organize activities to enhance mutual understanding between the Kazakhstani and Japanese peoples.
 - 4-2 To promote third parties' activities that strengthen mutual understanding.

III. Amendment of the Master Plan

In case in which the Master Plan is modified due to changes in the Project, both governments will agree to and confirm these modifications by exchanging Minutes of Meeting.

ANNEX II LIST OF JAPANESE EXPERTS

1. Long-term experts

- (1) Director of the Japan Center
- (2) Project Coordinator
- (3) Expert on business course management
- (4) Expert on Japanese language course management

2. Short-term experts on business courses and seminars

3. Short-term experts on Japanese language courses and other fields, if necessary.

Note:

The assignment schedule of the long-term experts will depend on the progress of the Project and the availability of suitable experts. The field, number and term of assignment of short-term experts and business course lecturers will be decided in consideration of the progress of the Project through mutual consultations during each Japanese fiscal year.

ANNEX III LIST OF MACHINERY AND EQUIPMENT

1. The basic equipment necessary for the Japan Center's activities will be provided.
2. Other materials and equipment mutually agreed upon as necessary will be provided.

Note :

The content, specifications and quantity of the above-mentioned equipment will be decided through mutual consultations within the allocated budget of the Japanese fiscal year.

ANNEX IV PRIVILEGES, EXEMPTION AND BENEFITS FOR JAPANESE EXPERTS

1. The Government of the Republic of Kazakhstan will grant to the Japanese experts exemptions from income tax and other charges of any kind imposed on or in connection with indent allowances remitted from abroad, within the framework of the Project.
2. The Government of the Republic of Kazakhstan will grant exemptions from customs duties with respect to importation of personal effects by the Japanese experts and their families, as well as importation of machinery and equipment in connection with their activities, except the goods subject to excise duty in accordance with article 76 of the 'Law of the Republic of Kazakhstan concerning tax and other mandatory payment to the budget' No.2235 dated April 24, 1995.

ANNEX V LIST OF LAND, BUILDINGS AND FACILITIES

The following will be provided by the Government of the Republic of Kazakhstan for the implementation of the Project.

1. Necessary space and facilities
2. Office space for Japanese experts
3. Other facilities necessary for activities of the Japan Center

ANNEX VI JOINT COORDINATION COMMITTEE

1. Functions

The Joint Coordination Committee meeting will be held when necessity arises and at least once a year in order to fulfill the following functions:

- (1) to examine the annual plan of the Project activities and supervise their implementation,
- (2) to discuss appropriate ways and means for the solution of major issues arising from or in connection with the management of the Project and
- (3) to review overall progress of the Project and to evaluate the impact of the objectives.

2. Members of the Joint Coordination Committee

(1) Members

a. Kazakhstani side

- 1 Representative(s) from the Ministry of Education and Science.
- 2 Representative(s) from the Ministry of Foreign Affairs and Ministry of Economy, if necessary.
- 3 Rector of KazSAM
- 4 Vice Rector of KaSAM (as Kazakhstani Coordinator of the Japan Center)
- 5 Other persons concerned and approved by the Committee

b. Japanese side

- 1 Representative(s) from the Embassy of Japan
- 2 Director of the Japan Center
- 3 JICA expert on ODA Coordination
- 4 Other persons concerned and approved by the Committee

(2) Chairperson

Rector of KazSAM

MINUTES OF MEETINGS BETWEEN
THE JAPANESE IMPLEMENTATION STUDY TEAM AND
THE AUTHORITIES CONCERNED
OF THE GOVERNMENT OF THE REPUBLIC OF KAZAKHSTAN
ON THE JAPANESE TECHNICAL COOPERATION
FOR 'KAZAKHSTAN-JAPAN CENTER
FOR HUMAN DEVELOPMENT' PROJECT

The Japanese Implementation Study Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and Kazakhstani authorities concerned had a series of discussions for the purpose of working out the details of the technical cooperation project concerning 'the Kazakhstan-Japan Center for Human Development in the Republic of Kazakhstan' (hereinafter referred to as "the Project").

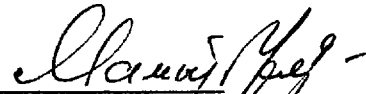
As a result of the discussions, the Team and the Kazakhstani authorities concerned agreed to recommend to their respective governments the matters referred to in the Record of Discussions (hereinafter referred to as "R/D") signed on August 10, 2000.

Both the Team and the Kazakhstani authorities concerned also agreed to make the Minutes of Meetings in order to confirm the mutual understanding reached through the discussions as attached hereto.

Almaty, August 10, 2000



Ms. Kae Yanagisawa
Leader,
Implementation Study Team,
Japan International Cooperation Agency,
Japan



Prof. Dr. Mamyrov Nurgaly Kulshemanovich
Rector,
Kazakh State Academy of Management
Named After T. Ryskulov,
Republic of Kazakhstan

ATTACHMENT

I. THE NAME OF THE CENTER

1. The shortened name for the Kazakhstan-Japan Center for Human Development will be 'the Japan Center'.
2. The name of the Japan Center will be commonly called in Kazakh Language as follows:

«Адам ресурстарын дамытудың Қазақстан-Жапон орталығы»

II. IMPLEMENTATION OF JAPANESE LANGUAGE COURSES

Japanese Language courses will be implemented in collaboration with the Japan Foundation, which is a governmental organization of Japan in charge of cultural exchange including the Japanese language education abroad.

III. ADMINISTRATION OF THE JAPAN CENTER

1. Besides the personnel that appear in the Article IV of the R/D, the Japan Center will be composed of such Kazakhstani staff members as:
 - 1) administrative assistants,
 - 2) business course officer(s),
 - 3) Japanese language course officer(s),
 - 4) librarian and
 - 5) drivers and secretaries for Japanese experts.
2. The Japan Center will invite part-time lecturers of Kazakhstan for business and Japanese language courses from within and outside of the Kazakh State Academy of Management Named after T. Ryskulov (hereinafter referred to as "KazSAM").
3. With regard to the (2) of Article 2. in ANNEX VI of the R/D, representative(s) from the Japan Foundation can be one of the members of the Joint Coordination Committee.

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4. The organization chart of the Japan Center is as ANNEX I.

IV. COSTS FOR ACTIVITIES OF THE PROJECT

1. The following expenses will be considered to be born by the Japanese side during the Project period. However, these expenses will be gradually covered by income of the Japan Center such as tuition fees of the courses.

- (1) Personnel expenses for the staff members listed in article III-1 above.
- (2) Expenses for the implementation of the courses, such as advertisement fee for the application, fee for preparation of the textbooks and audio-visual materials and expenses to purchase office supplies.
- (3) Expenses of international communications, such as telephone call, fax, e-mail and post.
- (4) Expenses to purchase books and magazines and to connect to the internet.

2. The Kazakhstani governmental bodies concerned will allocate necessary budget for general administrative expenses for the Japan Center, such as maintenance costs of the facility, costs for heating, electricity and water, expenses for domestic communications, etc.

V. FINANCIAL MANAGEMENT OF THE JAPAN CENTER

The Japan Center will be secured to utilize its income which will be generated by tuition fees of the courses and other sources for its own activities.

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VI. NECESSARY ARRANGEMENT BEFORE THE COMPLETION OF THE JAPAN CENTER'S FACILITIES

The KazSAM will provide the following space and facilities in its campus until the renovation of the space for the Japan Center is completed.

1. Offices for the Japanese experts
2. Classrooms if business courses and Japanese language courses will be conducted.
3. Necessary space for storing equipment and books provided for the Project prior to the completion of renovation.

VII. PROJECT DESIGN MATRIX (PDM)

As a result of discussions, both sides agreed to apply the draft of PDM shown in ANNEX II as an implementation guideline for project management. After the commencement of the Project, the draft of PDM will be reviewed and completed based on the agreement between both sides. The PDM will be authorized by the Joint Coordination Committee within six months after the Project starts.

VIII. PLAN OF OPERATION FOR THE WHOLE PERIOD

Both sides agreed that the tentative Plan of Operation for the whole period (ANNEX III) will be formulated within six months after commencement of the Project. The Joint Coordination Committee will authorize the Plan. The Plan is subject to change according to the progress and achievements on the agreement between the Kazakhstani governmental bodies concerned and Japanese authorities concerned.

IX. ANNUAL WORK PLAN

Both sides agreed that the Annual Work Plan for the Japanese Fiscal Year (JFY) 2000 shall be formulated within six months after the commencement of

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the Project. The Annual Work Plan is subject to change according to the progress and achievements on the agreement between the Kazakhstani and Japanese sides.

X. A1 FORM and A4 FORM

The Kazakhstani governmental bodies concerned confirmed that the A1 form, for the request of the experts to be assigned at the first stage of the Project, should be submitted to the Government of Japan by the end of September 2000, as well as the A4 form, for the request of the machinery and equipment.

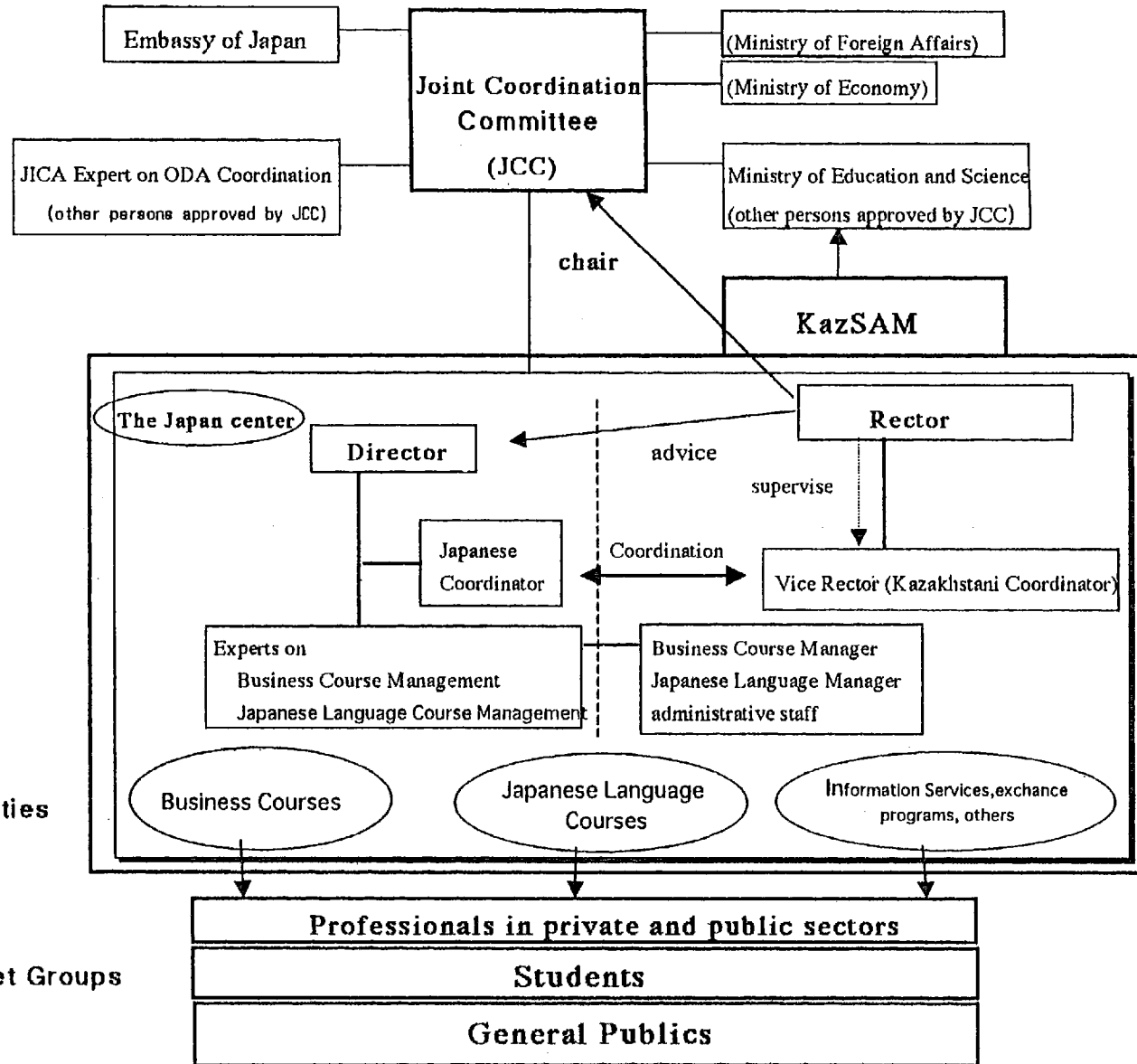
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The Organization Chart of Kazakhstan-Japan Center for Human Development

ANNEX I



A.S.

Target Groups

Draft of Project Design Matrix Kazakhstan-Japan Center for Human Development

Duration : 2000. 10. 1 - 2005. 9. 30 (5 years)

Main Target Groups : professionals in both private and public sectors/ students/ the general public.

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal:</p> <p>1 The process of transition to a market economy in Kazakhstan will be enhanced.</p> <p>2 Mutual Understanding and friendly relations between the two countries will be reinforced.</p>			Political condition is stable.
<p>Project Purpose:</p> <p>1 The Japan Center will play a key role in human development of Kazakhstan toward a market economy.</p> <p>2. The Japan Center will promote mutual understanding between the peoples of the two countries through information services and other programs.</p>	<p>-Number of applicants for the courses Post evaluation by the course participants -Reputation among the business society</p> <p>-Reputation among the citizen -Accessibility for the citizen to utilize the Center</p>	-Questionnaire and interview	Interests and efforts of Kazakhstan to adapt the market economy will not be reduced.
<p>Output:</p> <p>1 The the Japan Center will be managed efficiently and effectively, and accessible for general public.</p> <p>2 Business and computer courses (hereinafter referred to as "business courses") will be continuously offered to provide practical knowledge and skills on the market economy. The implementation of the courses will gradually be localized.</p> <p>3 Japanese language courses will be continuously offered to fulfill the needs of general public, professionals in business and public sector, and Japanese Language teachers. The implementation of the courses will gradually be localized.</p> <p>4 Publication and visual materials related to Japan in such field as economy, society, and culture will be provided. In addition, The Japan Center will be fully utilized for activities for exchange programs between the two countries.</p>	<p>-Number and capability of the Center staff - Balance between income and expenditure</p> <p>-Number of the courses and participants -Degree of satisfaction by the participants</p> <p>-Number of the courses and participants -Degree of satisfaction by the participants -Achievement of Japanese language proficiency of the participants</p> <p>-Number of the events and the participants</p>	<p>-organization chart -annual report -balance sheet</p> <p>-course curriculum -annual report questionnaire of participants</p> <p>-course curriculum -annual report -questionnaire of participants</p> <p>-annual report</p>	Determination of both governments to support the Project will sustain.
<p>Activities:</p> <p>1-1 To establish and operate the Joint Coordination Committee.</p> <p>1-2 To secure necessary personnel and establish organization of the Japan Center.</p> <p>1-3 To make the Plans of Operations of the Japan Center for entire cooperation period and each individual year.</p> <p>1-4 To establish effective management for facility utilization and equipment maintenance.</p> <p>1-5 To conduct publicity activities concerning the Japan Center.</p> <p>1-6 To train Kazakhstani personnel for the sustainable management, administration and operation of the Japan Center.</p> <p>2-1 To conduct needs surveys on business courses.</p> <p>2-2 To make basic design of business courses based on the result of the needs surveys.</p> <p>2-3 To make annual implementation plans for business courses.</p> <p>2-4 To advertise for applicants and select participants.</p> <p>2-5 To implement the courses.</p> <p>2-6 To train Kazakhstani personnel who will manage and implement the business courses.</p> <p>2-7 To evaluate the outcome of the courses and reflect lessons learned in future courses.</p> <p>3-1 To conduct needs surveys on Japanese language courses.</p> <p>3-2 To make basic design of Japanese language courses based on the result of the needs surveys.</p> <p>3-3 To make annual implementation plans for Japanese language courses.</p> <p>3-4 To advertise for applicants and select participants.</p> <p>3-5 To implement the courses.</p> <p>3-6 To train Kazakhstani personnel who will manage and implement the Japanese language courses.</p> <p>3-7 To evaluate the outcome of the courses and reflect lessons learned in future courses.</p> <p>4-1 To provide services such as publication and visual materials, and organize activities to enhance mutual understanding between Kazakhstan and Japanese people.</p> <p>4-2 To promote third parties' activities that strengthen mutual understanding.</p>	<p>Input :</p> <p>(Japanese side)</p> <p>-Experts</p> <p>1) Long-term Experts</p> <p>2) Short-term Experts</p> <p>3) Course lecturers</p> <p>selected personnel of Kazakhstan will be trained in Japan according to the annual work plan of the Project within the allocated budget of JFY.</p> <p>-Equipment: computers, AV , copy machines, printing machines, fax and etc.</p> <p>-Others</p> <p>books, magazines, costs for internet services, expense for the courses and etc.</p>	<p>(Kazakhstan side)</p> <p>-Space and facility for the Japan Center</p> <p>Staff of the Center</p> <p>-General administrative expenses for the Center</p>	<p>Preconditions</p> <p style="text-align: right;"><i>H. II.</i></p>

Tentative Plan of Operation for Whole Period Kazakhstan-Japan Center for Human Development

Duration : 2000.10.1-2005.9.30 (5 years)

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible person in Project Team
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
(1-1)	To establish and operate the Joint Coordination Committee.		○		○				○				○				○	○			○	Rector, Director and Coordinators
(1-2)	To secure necessary personnel and establish organization of the Japan Center.	-----																				-ditto-
(1-3)	To make the Plans of Operations of the Japan Center for entire cooperation period and each individual year.	○			○				○				○				○				○	-ditto-
(1-4)	To establish effective management for facility utilization and equipment maintenance.	-----																				-ditto-
(1-5)	To conduct publicity activities concerning the Japan Center.	-----																				-ditto-
(1-6)	To train Kazakhstani personnel for the sustainable management, administration and operation of the Japan Center.	-----																				-ditto-
(2-1)	To conduct needs surveys on business courses.	-----																				Business course experts and C/P
(2-2)	To make a basic design of business courses based on the result of the surveys.	-----																				-ditto-
(2-3)	To make annual implementation plans for business courses.				○				○				○				○				○	-ditto-
(2-4)	To advertise for participants and select participants.	-----																				-ditto-
(2-5)	To implement the courses.	-----																				-ditto-
(2-6)	To train Kazakhstani personnel who will manage and implement the business courses.	-----																				-ditto-
(2-7)	To evaluate the outcome of the courses and reflect lessons learned in future courses.	-----																				-ditto-

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible person in Project Team
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
(3-1)	To conduct needs surveys for design of Japanese language courses.	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	Japanese language course experts and C/P
(3-2)	To design the Japanese language courses based on the results of the surveys.	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-ditto-
(3-3)	To make annual implementation plan for Japanese language courses.							○				○				○				○		-ditto-
(3-4)	To advertise for applicants and select participants.	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-ditto-
(3-5)	To implement the courses.	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-ditto-
(3-6)	To train Kazakhstani personnel who will manage and implement the Japanese language courses.	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-ditto-
(3-7)	To evaluate the courses and reflect lessons learned in future courses.																					-ditto-
(4-1)	To provide services such as publication and visual materials, and organize activities to enhance mutual understanding between the Kazakhstani and Japanese peoples.	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	Director
(4-2)	To promote third parties' activities that strengthen mutual understanding.							○				○				○				○		Director