

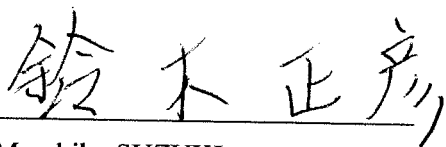
MINUTES OF MEETING  
BETWEEN  
THE JAPANESE TERMINAL EVALUATION TEAM  
AND  
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE KYRGYZ REPUBLIC  
ON  
JAPANESE TECHNICAL COOPERATION  
FOR  
THE COMMUNITY EMPOWERMENT PROJECT  
IN THE ISSYK-KUL OBLAST OF THE KYRGYZ REPUBLIC

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. Masahiko SUZUKI, visited The Kyrgyz Republic from July 1 to July 16, 2010 for the purpose of conducting the Terminal Evaluation Survey for the Japanese Technical Cooperation on The Project for the Community Empowerment Project in the Issyk-Kul Oblast of the Kyrgyz Republic (hereinafter referred to as “the Project”).

During its stay, the Team exchanged views and had series of discussions with the Kyrgyz authorities.

As a result of discussions, the Team and The Kyrgyz authorities agreed on the points referred to in the documents attached hereto.

Karakol, July 14th, 2010

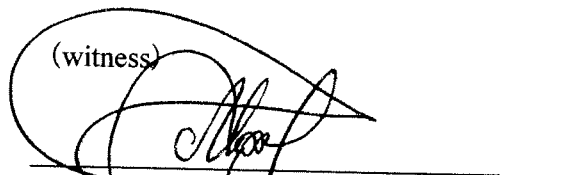


Mr. Masahiko SUZUKI,  
Team Leader,  
Japanese Terminal Evaluation Team  
Japan International Cooperation Agency



Mr. Alshbaev Kalybek Keneshovich,  
First Deputy Governor,  
the Issyk-Kul Oblast State Administration  
The Kyrgyz Republic

(witness)



Mr. Sanjar Mukambetov  
Deputy Minister,  
Ministry of Economic and Regulation  
The Kyrgyz Republic

ATTACHED DOCUMENT

**A TERMINAL EVALUATION REPORT  
ON  
JAPANESE TECHNICAL COOPERATION  
FOR  
THE COMMUNITY EMPOWERMENT PROJECT  
IN THE ISSYK-KUL OBLAST OF THE KYRGYZ REPUBLIC  
FROM  
THE JAPANESE TERMINATE EVALUATION SURVEY TEAM**

July 14, 2010

JOINT EVALUATION TEAM

*L.R.*  

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[ANNEX]

Annex 1 PDM

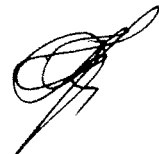
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**ABBREVIATION**

AO	:	Aiyl Okmotus (Local Administrative Unit under Rayon)
ARIS	:	Community Development and Investment Agency of the Kyrgyz Republic
CBO	:	Community Based Organization = Jamaat
IEM	:	Institute of Economy and Management of the Issyk-Kul State University
I-K	:	Issyk-Kul
J-CEP	:	Community Empowerment Project in cooperation with JICA
JICA	:	Japan International Cooperation Agency
JOCV	:	Japan Overseas Cooperation Volunteer
JSC	:	Joint Steering Committee
KGS	:	Kyrgyz Som
KSRS	:	Karakol Student Research Shop
M/D	:	Minutes of Discussions
MoEDT	:	Ministry of Economic Development and Trade
MoEF	:	Ministry of Economy and Finance
MoER	:	Ministry of Economic Regulation
NGO	:	Nongovernmental Organization
OJT	:	On-the-Job Training
OSA	:	Oblast State Administration
OVOP	:	One Village One Product
PD	:	Project Director
PDM	:	Project Design Matrix
PIU	:	Project Implementation Unit of the Issyk-Kul OSA
PM	:	Project Manager
R/D	:	Record of Discussions
RSA	:	Rayon State Administration
TIC	:	Tourist Information Center
VC	:	Village Coordinator



## 1. Outline of the Evaluation Survey

### 1-1. Background of the Project

The Issyk-Kul Oblast is one of the seven oblasts (provinces) of the Kyrgyz Republic, extending to the east of the country. The Oblast (about 23,000 km<sup>2</sup>) has a large lake called the Issyk-Kul Lake (about 6,250 km<sup>2</sup>) surrounded by the ever-snowed mountain ranges of Tien Tian. Most villages in the Oblast are located around the Lake, due mainly to the access by roads and the steep topography in the outskirts of the mountain ranges.

With a view of accelerating the social and economic development of the Issyk-Kul Oblast, JICA conducted a study on Integrated Development of the Issyk-Kul Zone over the period from November 2003 to December 2004. The study proposed a Master Plan for Integrated Issyk-Kul Development, including a program for community-driven development to enhance economic activities and improve social services at the village level. The needs for the community-driven development have been endorsed by the half-year operations of pilot projects at three villages. Therefore, the government of The Kyrgyz Republic has requested a technical cooperation project to Japanese government in order to enhance economic activities and improve social services at the village level.

JICA, the Issyk-Kul Oblast State Administration, signed to the Record of Discussion for the Community Empowerment Project in the Issyk-Kul Oblast of the Kyrgyz Republic (hereinafter referred to as "the Project") in August 10 2006 and this project started from January 2007 for around four years.

### 1.2. Objectives

The terminal evaluation survey was conducted with the purpose of:

- (1) To verify the level of the achievement, performance and implementation process of the project activities based on the Record of Discussions (R/D) and the Project Design Matrix (PDM),
- (2) To evaluate the Project using the five evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) and evaluation grid prepared for the Project,
- (3) To draw useful recommendations and lessons learned from the Project, and
- (4) To prepare the results of evaluation study as a minutes of meeting and to obtain common understanding on the evaluation.



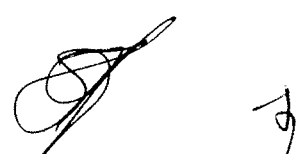
## 1.3. Member of the Joint Evaluation Team

## (1) Japanese members

	Field in Charge	Name	Position/ Organization
1)	Leader	Mr. Masahiko SUZUKI	Senior Assistant to the Director for Economic infrastructure Department, Japan International Cooperation Agency (JICA)
2)	Evaluation Planning	Mr. Yasuhisa TOMINAGA	Planning and Coordination Division/ Economic Infrastructure Department, JICA
3)	Evaluation Design	Ms. Yasuyo OKUMOTO	Private Sector Development Division, Private Sector Development Group, Industrial Development Department, JICA
4)	Project Evaluation	Mr. Jun TOSTUKAWA	Senior Consultant , Sano Planning Co., Ltd

## (2)Kyrgyz members

	Field in Charge	Name	Position/ Organization
1)	Leader	Mr. Alshbaev Kalybek Keneshovich	First Deputy Governor, The Issyk-Kul Oblast State Administration The Kyrgyz Republic



## 1.4. Schedule of the Japanese Evaluation Team

The schedule of the evaluation is following.

Date		Schedule
1-Jul	THU	A Japanese evaluation team member arrive at Bishkek Interview with the Ministry of Economic Regulation
2-Jul	FRI	Move from Bishkek to Karakol Meeting with JICA project team
3-Jul	SAT	Data analysis
4-Jul	SUN	Data analysis
5-Jul	MON	Interview with Jeti Oguz Rayon State Administration Interview with Barskoon AO Interview with Barskonn CBO
6-Jul	TUE	Interview with Issyk-Kul University Interview with the Member of PIU Interview with Project Director
7-Jul	WED	Three Japanese evaluation team members arrive at Bishkek Courtesy call to the Ministry of Economic Regulation
8-Jul	THU	Three Japanese evaluation team members Move from Bishkek to Karakol Interview with Saruu CBO Interview with Chong-Kyzyl-Suu CBO
9-Jul	FRI	Take part in Joint Seminar Meeting with JICA project team
10-Jul	SAT	Interview with Tasma CBO
11-Jul	SUN	Prepare to documents
12-Jul	MON	Discussion on the minutes of meeting (including evaluation report)
13-Jul	TUE	Finalize the minutes of meeting (including evaluation report)
14-Jul	WED	Take part in joint Steering Committee Signing to the minutes of meeting Move from Karakol to Bishkek
15-Jul	THU	Report to JICA office in Bishkek Report to the Embassy of Japan
16-Jul	FRI	Report to The Ministry of Economic Regulation Leave to Japan

### 1.5 Methodology of Evaluation

The Project was evaluated jointly by the Kyrgyz and Japanese sides. Both sides examined the Master Plan of this Project, shown as the Project Design Matrix, PDM.

Both sides confirmed the achievements of the Project in terms of its objectives, outputs, activities and inputs stated in the Master Plan. Both sides conducted the evaluation based on the five criteria, namely, Relevance, Effectiveness, Efficiency, Impact, and Sustainability through conducting questionnaire/interview survey and site visits of the pilot projects.

The evaluation was conducted based on the following five criteria, which are the major points of consideration when assessing JICA-supported projects.

- 1) Relevance: The relevance is the measure for determining whether the outputs, the project purpose and the overall goal are still in keeping with the priority needs and concerns at the time of evaluation.
- 2) Effectiveness: The effectiveness is concerned with the extent to which the project purpose has been achieved, or is expected to be achieved, in relation to the outputs produced by a project.
- 3) Efficiency: The efficiency is the measure for the productivity of the implementation process: how efficiently the various inputs are converted into outputs.
- 4) Impact: The impact is intended or unintended, direct or indirect, positive or negative changes that occur as a result of a project.
- 5) Sustainability: The sustainability is the measure for determining whether or not the project benefits are likely to continue after the external aid comes to an end.





## 2. Outline of the Project

The framework of the Project is shown in the Project Design Matrix (PDM) Ver.3 that was revised in May 2008(See ANNEX 1). And, plan of operation (PO) is attached as ANNEX 2

### (1) Overall Goal

Socio-economic revitalization in the Issyk-Kul Oblast in harmony with environmental preservation.

### (2) Project Purpose

A sustainable system for the regional development through community empowerment is established with the OVOP Movement

### (3) Outputs

#### Phase I (Preparatory Phase)

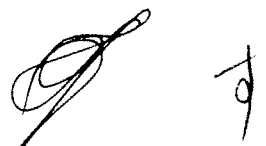
1.1 Implementation system (Personnel, budget, capability, networks, etc.) which is capable for conducting Phase II is prepared.

#### Phase II (Full-scale cooperation Phase)

1.2 Implementation system is well functional

1.3 Pilot communities are empowered through the OVOP Movement

1.4 The effectiveness of community empowerment method with the OVOP Movement is verified



### 3. Evaluation by Five Criteria

#### 3.1 Relevance

##### 3.1.1 Consistency with the development policy of the Kyrgyz government

###### (Central level)

- The government proclaimed the law regarding community based organization in March 2005, namely, Laws on CBOs and its Associations, which aimed at empowering communities through forming CBOs at community level.
- Ministry of Economic Regulation (Ministry of Economic Development and Trade) frequently expressed the importance to introduce the OVOP movement as a vital tool to accelerate regional development including community development/empowerment: nevertheless, such intension of the Ministry has not been officially presented in any policies yet.

###### (Provincial level)

- The three year development plan of Issyk-Kul Oblast government (2008-2010) places the “promotion of regional development” as one of crucial issues for the provincial government.
- As the province recognized the effectiveness of the OVOP movement in the course of the Project implementation, the provincial government inserted the “necessity of expansion of the OVOP movement” as one of the crucial activities in the Government Resolution 172-P dated March 31, 2010.
- On the whole, it is evaluated that the direction and the purpose of the Project is consistent with Kyrgyz and provincial government policies.

##### 3.1.2 Consistency with Japanese ODA policy/plan (Country Assistance Program)

- The Country Assistance Program sets three major pillars to support the Kyrgyz Republic, which are 1) infrastructural development for economic growth, 2) assistance to social sector, and 3) promotion of regional cooperation with neighboring countries.
- The Project is categorized as one of the primary projects of regional development sector in accordance with the first pillar’s focus.

##### 3.1.3 Consistency with the needs of Issyk-Kul Oblast government

- Issyk-Kul Oblast government has been looking for the effective approaches and/or tools to develop and empower communities. The provincial government frequently has shown strong interest in promoting the OVOP movement in this context.
- In the province, the ARIS project has been implemented by the World Bank for

years, aiming at empower communities. The ARIS project stresses more on material support than technical support or capacity building of community people. On the other hand, the Project whose primary focus is capacity building of CBOs with the concept of the OVOP movement introduced an attractive another approach to empower communities for the Issyk-Kul Oblast government.

- In this line, the Project, which introduced another possibility to effectively empower communities, has met with the needs of Issyk-Kul Oblast government.

#### 3.1.4 Appropriateness of the target group/counterparts (capacity and scale/number to implementation of the Project regarding regional government)

- The number of assigned counterparts and time to spend on the Project activities has been limited due to their own tight working schedule and other reasons. The limited manpower input made influence on “efficiency” of the Project implementation as a result. The involvement of Rayon and AO also has been similar to the Province did.
- In this line, Issyk-Kul Oblast government as the target group/counterparts seems to be appropriate in their capacity, but inappropriate in terms of the number and the time to assign for the Project.

#### 3.1.5 Appropriateness of the target group/counterparts to implement the Project in general viewpoint

- It is apparent that the Project has faced inefficiency to implement the Project due to limited number of counterparts assigned (see “Efficiency”).
- However, only provincial government could take key roles to implement the Project for the purpose under the Project’s framework. Considering the alternative governmental agencies such as Rayon and AO that can cover only smaller parts of the province with limited manpower and experiences, it is difficult for them to play the same roles as the province was expected. It is also unrealistic that central government dispatches staffs to the province.
- In this line, although “inefficiency” is observed, the selection of counterparts is regarded as appropriate.

#### 3.1.6 Consistency with the needs of community

- The Project conducts the pilot activities with primary concept that pay respects to the communities’ initiatives and decision. It means that the pilot project’s contents are consistent with the local people’s needs.
- The CBOs in the 2nd cycle of the pilot projects were selected by the proposals

presented by their own initiatives along with their needs.

- It is evaluated that the pilot project accords with the needs of local people.

### 3.1.7 Appropriateness of the target group in terms of the scale/number (CBO)

- Under the condition that most CBOs had no experiences to conduct small business activities, it was unavoidable for the Project to spend substantial time on assisting them to make them model CBOs with limited manpower inputs.
- Moreover, since the purpose of pilot project implementation was to gain essential in order to establish the sustainable system, 6 villages in total of the pilot projects is evaluated reasonable.

## 3.2 Effectiveness

### 3.2.1 Achievement of Project Purpose

Project Purpose:

A sustainable system for the regional development through community empowerment is established with the OVOP Movement

- Objectively verifiable indicator

1. Degree of vitalization of the pilot villages/communities
2. Achievement of the pilot project (contribution to the villages/communities)
3. Accumulation of know-how and experiences regarding community empowerment in the Oblast

- The system that the Project established/proposed for community empowerment through the OVOP movement is difficult to be evaluated as sustainable because it entails external condition for the system to function. The system has to require additional budgetary arrangement on the function of the OVOP promoter, assuming it NGO manpower, as indispensable input.
- In this line, the Project purpose, which aimed at establishing sustainable system, was not achieved.
- However, it should be strongly noted that the system reflects the real situation as well as the constraints currently the Issyk-Kul Oblast government facing, particularly in personnel assignment and budgetary securement.
- In spite of such constraints, the Project successfully showed the effective approaches and methods to empower communities through the OVOP movement with the guidelines.
- The purpose was not achieved in the sense of rigidly interpretation of the

Project purpose's sentence, but the approaches showed by the Project and various lessons accumulated in pilot projects are evaluated highly useful.

(Note) Achievement of the indicators' requirement is described in the following Outputs.

### 3.2.2 Achievement of Outputs

#### Output 1:

Implementation system (personnel, budget, capability, networks, etc.) which is capable for conducting Phase II is prepared.

-Objectively verifiable indicator:

- 1.1.a Degree of understanding on the project by the central and local government administrations
  - 1.1.b Sufficiency of allocated staff in PIU in terms of numbers and capacity
  - 1.1.c Allocation of necessary budget by the Issyk-Kul Oblast
  - 1.1.d Frequency of various meetings such as JSC
- At the end of the Phase I, the implementation system was evaluated to be ready for the Phase II, but the current situation shows the system was not actually prepared as previously evaluated.
  - As for the indicator 1.1.a and 1.1.d, they seem to have been carried out when the Phase I completed, but the essential parts of the implementation system regarding 1.1.b and 1.1.c, personnel assignment and budget allocation were not prepared although the provincial government made sincere efforts such as submitting the proposals to the central government.
  - In this line, it is evaluated the Output 1 was not achieved.

#### Output 2:

Implementation system is well functional.

-Objectively Verifiable Indicator:

- 1.2.a Establishment of a unit in charge of the OVOP Movement at the Central level
- 1.2.b No. of staff newly assigned to the Project after the initial evaluation in September 2007
- 1.2.c No. of staff of Oblast administration and local-self governments who participated in the pilot project (before the mid-term evaluation)
- 1.2.d Contents of actions initiated by the Issyk-Kul Oblast State

- Administration and local-self governments in the pilot project and any other governmental agencies
- 1.2.e Activities at Karakol Student Research Shop and Bishkek Antenna Shop
- 1.2.f Budget allocation (or in-kind) arranged by the Kyrgyz side (by the mid term and end of the project)
- 1.2.g No. of communities and related organizations in the established network
- 1.2.h Contents and frequency of the network activities

- In line with the results of the Output 1, it has to be automatically difficult for the implementation system to be functional as the Project expected.
- Followings show the achievements on the individual indicator:

(indicator 1.2.a)

- Although the positive intension was presented at central level, a unit of the OVOP movement was not established as a result.

(indicator 1.2.b)

- There were 8 staffs in total cumulatively who were assigned to the Project as PIU staff with part-time status from September 2007 to now. In the original plan PIU required 3 full-time staffs, but the period which assigned 3 part-time staffs in the PIU was only half of the duration (21 months among 42 months).

(indicator 1.2.c)

- Number of provincial staffs involved: 1(Governor), 14 (Project Director, Manager, PIU), plus a total of 59 persons participated in a series of JSC, workshops and seminars.
- Number of Rayon staffs involved: 5 persons for training courses in Japan, plus a total of 27 persons participated in a series of JSC, workshops and seminars.
- Number of AO staffs involved: a total of 91 persons participated in a series of JSC, workshops and seminars.

(indicator 1.2.d)

(1) Provincial government

- Issyk-Kul Oblast/PIU mainly contributed to coordinating seminars/workshops with Rayons, AOs and concerning government agencies.
- Some of the representing achievements are: coordination of seminars for selection of the CBOs on the 2nd cycle; coordination of KSRS rent agreement



with the Issyk-Kul University; invitation of Issyk-Kul brand products to provincial anniversary fair etc.

(2) Local administrations

- Rayons and AOs were directly involved in the pilot project implementation. They participated in not only key events such as Joint Steering Committee and joint seminars but also conducted and/or coordinated workshops, seminars and presentation of products.
- Some of the representing achievements are: AOs provided supports in distributing and collecting applications of CBOs proposals on the 2<sup>nd</sup> cycle; Jeti-Oguz Rayon provided the information on sales space at beach in summer season; Karasaev AO, Barskoon AO and Tamga AO provided the premises to use for workshops for the 2<sup>nd</sup> cycle pilot CBOs with free of charge.

(indicator 1.2.e)

- KSRS has shown good performance and played essential roles to promote sales and collection of marketing information of OVOP products.
- The major functions are summarized as follows: 1) Introduction, promotion, and sales of OVOP products, 2) Conducting customer surveys on products, 3) Connecting producers and markets, 4) Managing sales, stock inventories, information about visitors, and 5) Training student volunteers as important actors of OVOP Movement.

(indicator 1.2 f)

- Monetary budget was not arranged for implementation of the Project by OSA, but arranged as budge in-kind about USD 1,820 by premises rent, discount of license/permissions.
- Budget support as In-kind mode were also made by AOs, namely Karasaeve, Barskoon, and Tamga.

(indicator 1.2.g)

- As shown in the Table, 6 communities have been involved.

Stages	CBO	Village	AO	Rayon	Products
1st cycle	Adilet	Jergez	Kerege-Tash	Ak-Suu	Berry jam
	Bereke	Chonkyzylsuu	Svetlaya Polyana	Jeti-Oguz	Berry jam
	Shirin	Saruu	Saruu	Jeti-Oguz	Dry fruits
2nd cycle	Ak-Shoola	Tasma	Karasaev	Tup	Felt
	Onor	Barskoon	Barskoon	Jeti-Oguz	Felt



	Bulagy				
	Erbol	Tosor	Tamga	Jeti-Oguz	Felt

- In addition, various networks with related organizations were created as follows:

- 1) the network with KSRS and provincial government, Issyk-Kul University, TIC, NGO, CBOs and local producers.
- 2) Marketing network: 7 partner guesthouses/hotels, 1 Bishkek souvenir company (hold 6 shops)
- 3) Network with other resource agencies involved: Local NGOs: FORWARD, Leader, Community Development Allinace (CDA); Technical support: CACSA (Central Asia Craft Support Association), ABCC (Agro Business Competitiveness Centre); Tourism sector: CBT (Community Based Tourism), TIC, CAMP (Central Asian Mountain Program); Doing business related organization: Certified body for issuing certificate on products, EXPO organizer, KRJC (Kyrgyz Republic Japan Center)

(indicator 1.2.h)

- The following Table shows the contents and frequency of the network activities.

Category	Stakeholders	Activities
Network among pilot CBOs	CBOs	<ul style="list-style-type: none"> <li>- Joint meetings (1st cycle pilot communities): J-Leaders (monthly), J-Accountant (monthly), Village coordinators meetings (twice a month) (Apr 2008-April, 2009)</li> <li>- Implementation of Study Tour (1 time each for 1st and 2nd cycle Pilot communities)</li> <li>- Participation in EXPOs (2 times in 2008)</li> <li>- PR to guest houses and hotels in Karakol (Dec, 2008)</li> <li>- Joint wrap up meeting (1st cycle) (Mar, 2008)</li> <li>- Technical trainings (2nd cycle)(July, 2009)</li> <li>- Looking for information on glass jars, quality wool, etc.</li> </ul>
Management of KSRS	Provincial gov., Issyk-Kul University (IEM, Student volunteers),	<ul style="list-style-type: none"> <li>- Management of KSRS for promotion of I-K Brand. (since Sept 2007-present)</li> <li>- Support youth activities (incl. improvement of marketing knowledge</li> </ul>



Category	Stakeholders	Activities
	TIC, NGO, CBOs	and experiences, etc.)
Partner guest houses and hotels for Marketing	10 guest houses and hotels in and around Karakol (2009);	- Sales of I-K brand products - Promotion of OVOP Movement
Local Entrepreneurs for promotion of IK- Brand	4 entrepreneurs (honey, fruit juice, sea products, felt souvenirs: 2008) 3 entrepreneurs (honey, felt souvenirs)	- Participating in sales activities at KSRS - Participated in AgroProdEXPO, together with pilot communities (Oct, 2008) - Provide necessary information to KSRS and pilot communities

- The level of completion of the indicators' requirements on Output 2 is mixed on its various indicators. Such as establishment of KSRS and a series of network activities are one of the highlighted outcomes and highly evaluated. However, looking at the expected output here is "to function implementation system", the level of completion is lower than expected.

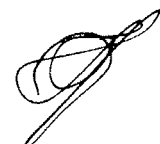
### Output 3:

Pilot communities are empowered through the OVOP Movement.

(note: The "communities" is interpreted as CBOs in the evaluation)

#### -Objectively Verifiable Indicator:

- 1.3.a Output of OVOP products produced in pilot communities (quantity, variety, achievement rate referring to the action plan, etc.)
- 1.3.b Degree of understanding of communities on opening community based business (including requirement & permissions, knowledge on cost & benefit, accounting, etc.)
- 1.3.c Level of marketing skills of communities (knowledge & experience on production of value-added products, market research, PR methodology, etc.)
- 1.3.d Internal regulation made by each pilot community and its observance
- 1.3.e Relevance of action plans made by each pilot community



- A series of activities in Output 3 lead to significant progress in some communities as shown below, and Output 3 is evaluated almost achieved.

(indicator 1.3.a)

- OVOP products in pilot communities on the 1<sup>st</sup> cycle are jam and dry fruits, and the 2<sup>nd</sup> cycle are felt products (details are shown in the evaluation grid as Appendix).
- Since the climate affects the available volume of raw materials including berries and fruits, the production was sometimes different from the original plan. In addition, availability of processing materials such as glass jars to pack jam also affected the scheduled production.

(indicator 1.3.b)

- The Project has provided many types of technical assistance for business management. The focuses were proper accounting management, quality control, the way of pricing products, profit sharing with savings for sustainable business, etc.
- These assistance has continued since the pilot project launched by both OJT basis and seminar basis.
- Considering the fact that some of communities are properly managing their own business, the indicator's requirement is evaluated as achieved.

(indicator 1.3.c)

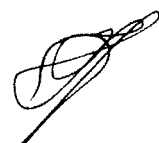
- In the same manner as the indicator 1.3.b, the Project has offered various opportunities for CBOs to participate in marketing/PR events such as exhibitions and festivals. The number of participation in such events counted to 18 times from October 2008 to May 2010. The CBOs' perception on marketing have upgraded by these experiences.
- In addition, feed back information collected at KSRS and other partner guest houses also contributed to improving CBOs' marketing strategy.
- In this line, the indicator 1.3.c is evaluated as achieved.

(indicator 1.3.d)

- Each CBO made its own internal regulation through ratification process by all the members, which are still followed by all.
- It means that the indicator's requirement is fulfilled.

(indicator 1.3.e)

- In the same way as internal regulation, making action plan was also placed as



a mandatory work for CBOs to continue business activities. All the CBOs make monthly action plans and monitor the progresses.

- The indicator is also evaluated complete as planned.

#### Output 4:

The effectiveness of community empowerment method with the OVOP Movement is verified.

#### -Objectively Verifiable Indicator:

- 1.4.a Accumulation of lesson learned and experiences regarding community empowerment
- 1.4.b Guideline for community empowerment with OVOP Movement
- 1.4.c Impacts on regional development

- The effectiveness of the method at community level is almost verified through the pilot project activities. The lessons accumulated are now able to show the indispensable entities and steps to promote OVOP activities over looking at community empowerment.
- On the other hand, verification of the total system including personnel assignment and budgetary arrangement was not carried out during the Project period.
- Although the indicators on Output 4 do not reflect its achievement status exactly, followings show some of examples.

#### (indicator 1.4.a)

- A variety of lessons have been accumulated through the pilot project activities, and contributed to enhancing the CBOs' performance. Some of the examples are: effectiveness of study tour, exchange information among CBOs, necessary seasonal arrangement of production setting on marketing strategy, effectiveness of collaboration with private sectors, and others.

#### (indicator 1.4.b)

- The guideline for the OVOP Movement promotion toward community empowerment was completed as scheduled.

#### (indicator 1.4.c)

- Impacts observed are still limited to the communities in the pilot projects, but owing to the current extension efforts by the communities such as actions made by Tasma, regional impacts economically as well as socially are possibly



made in the near future.

### 3.2.3 Contribution Factor

- NGO, FORWARD, contracted with the Project made significant contribution to the Project's progress.
- Providing premises with free of charge by the province, AO and the university, and discounting permission and license fee were supportive factors to continue CBOs' business.
- Volunteers working at KSRS are also essential manpower to run KSRS activities.

### 3.2.4 Inhibition Factor

- Unpredicted political events and movements for these years led to frequent change of counterpart personnel, which made negative influence on the effectiveness and efficiency of technical transfer.

## 3.3 Efficiency

### 3.3.1 Manpower Input (Japanese side)

- Long term experts are evaluated as reasonable input in terms of dispatched period, taking into consideration of co-work with project staffs, NGOs and others.
- As for the short term experts, there is an example that the expected manpower input on food processing could not be realized due to difficulty in finding suitable human resource in Japan. On the other hand, the dispatched short term expert on designing felt products made significant contribution to improving the product quality.
- In this line, Japanese expert inputs are evaluated almost appropriate only except losing opportunity to dispatch a short term expert on food processing.
- In addition, local human resources instead of Japanese experts reinforced technical instruction on food processing (dry fruit).

### 3.3.2 Manpower Input (Kyrgyz side)

- The Project has been trying to establish the Project Implementation Unit, PIU, with full time staff(s) that expectedly plays control tower role of implementation of the Project, but the province could not assign the full time staff(s) as a result despite their sincere effort to negotiate with central government.
- It gave negative influences on technical transfer to provincial staffs as well as



verification of sustainable system to empower communities with OVOP.

### 3.3.3 Material Input

- Material inputs were provided limited volume to the pilot projects with their own charge. It is evaluated appropriate in line with the Project's concept, which promotes CBO's ownership mind.

### 3.3.4 Training in Japan

- The effectiveness of the training in Japan became lower than expected.
- Most of the participants from Rayon are now out of the administrative office due to political change. It is, therefore, those trainings could not lead to expected effects.
- In addition, if some of AO had been included in the training participants, the Project could have accelerated development in pilot projects and/or promoted OVOP surrounding communities in their AO.

### 3.3.5 Budget arrangement

- The budget disbursement in substantial manner was not made, but it is regarded that the province provided premises with free of charge and discounted license/permission fee to conduct business as one kind of budget allocation which amounts to USD 1,820.

### 3.3.6 Complementary effects

- There were exchange of information and training/seminars with local NGO, Community Based Tourism. Such exchange also enhanced the capacity building of CBOs.

## 3.4 Impact

### 3.4.1 Achievement forecast of Overall goal

Overall goal:

Socio-economic revitalization in the Issyk-Kul Oblast in harmony with environmental preservation

-Objectively Verifiable Indicator

1. Vitalization of communities in the Issyk-Kul Oblast
2. Increase in income in the Issyk-Kul Oblast

- It is possible for the communities of pilot projects to play extension roles to other neighboring communities after the Project ends, but other integrated measures including economic sector as well as environmental sector's

intervention are necessary in order to achieve what the Overall goal requires.

- In this line, it is difficult to foresee the achievement of possibility on the overall goal.

### 3.4.2 Impacts

#### (Policy)

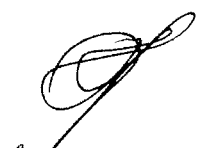
- In the course of the Project implementation, many of government staffs at not only central but also provincial, Rayon and AO showed interests in promoting the OVOP movement for community empowerment tool. The idea presented such as establishment of OVOP association is one of the positive changes occurred in policy aspect, even though it is not realized yet.

#### (Technical)

- The Project has received effective manpower input from contracted NGO, FORWARD. The series of experiences accumulated in the NGO also contributed to building their own capacity. The capacity of the NGO is now able to play essential roles to extend community empowerment through OVOP movement.
- One of the student volunteers who worked in KSRS started to work in the NGO, FORWARD after graduated and became the manager of KSRS at present.

#### (Socio-economy)

- Income growth is observed in some of the pilot project CBOs. In the case of CBO at Chong-Kyzyl-Suu village, they made sales of their jam products with more than 250 thousand som during the last two seasons with 8 members.
- In addition, social impacts occurred in their communities also can be observed. For example, the CBO in Tasma provided their products to socially vulnerable in the community. As another example, the CBO at Barskoon village receives intern students from vocational school. The cases such as mutual assistance within communities are gradually increasing.
- Working experiences in KSRS provided the University students with social experiences, which are regarded as one of the resourceful internship venues. Moreover, some of the students started to engage in NGO activities on the OVOP movement after graduated. The working experiences led to expanding local human resources on community empowerment with the OVOP movement.
- There are no negative impacts.




### 3.5 Sustainability

#### 3.5.1 Policy aspect

- The new president of the government expressed the importance to accelerate the OVOP movement while visited Issyk-Kul Oblast this year, and the OVOP movement is highly possible to be placed as one of key activities in the new three-year development plan of the central as well as Issyk-Kul Oblast government.
- In this line, the direction of the policy is matched with what the Project has aimed. It is expected for the policies to support the movement further on.

#### 3.5.2 Organizational aspect

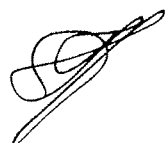
- Judging the current organizational situations, it has to be evaluated difficult for the provincial government as well as Rayon and AO to provide necessary manpower volume, which enables to continue or develop the OVOP movement further in the province.

#### 3.5.3 Technical aspect

- Since the provincial government staffs have understood their roles, it is possible for them to conduct their own functions for OVOP movement activities while by fully utilizing the guidelines made by the Project.

#### 3.5.4 Financial aspect

- Under the current government system to determine state government's budget, it is difficult for the province to secure enough budget stably on OVOP movement. Intervention by central government is indispensable for financial sustainability.



#### 4. Conclusions

The concept of the Project, "Community Empowerment with OVOP Movement" is well-understood by stakeholders not only in Issyk-kul Oblast but also in central authorities. In addition, the Project almost established the relevant methodology through which a community can be empowered utilizing local resources

On the other hand, taking into account the results of the evaluation based on five criteria, it can be said that the Project Purpose has not yet been achieved at a satisfactory level in specific areas. However it is important to highlight the various positive impacts which were not expected before. Those are 1) Remarkable empowerment of some CBOs that gave grate impacts on the Project beyond expectations, 2) Enhanced roles and functions of KSRS with participation of students in management, 3) Empowerment of a local NGO that involved in the operation of the Project, and 4) Dissemination of the concept of Community empowerment methodology with OVOP Movement in the Kyrgyz Republic.

It is pertinent to provide continuous assistance to the activities in general, that enable to enhance those achievements and potentials.

#### 5. Recommendations

##### Recommendations

##### (1) Dissemination and Utilization of Guideline

The guidelines which will be officially published by the end of this month are the fruits of this project summarizing what we have learned from project activities. Ministry of Economic Regulation, Issyk-kul Oblast State Administration and the project team should take relevant measures in order to disseminate these guidelines and to have fully utilized by ministry, local governments and CBOs.

##### (2) Active and responsible support from regional government entities

The roles of each stakeholders of OVOP movement have been discussed in seminars organized by the project team and what was discussed is reflected in the volume I of the guidelines. The regional government (Issyk-kul Oblast State Administration, Rayons, AOs) should play an active role in supporting CBOs who are involved or willing to be involved in OVOP activities by implementing necessary tasks recommended in guidelines such as providing information, technical training, marketing or financial (or in kind) support

##### (3) Support for CBOs' outreach activities





Role of regional government in promoting OVOP products is quite important because it is not easy for CBO members to regularly obtain the information on related marketing events especially if those events are held outside Issyk-kul oblast. Regional government should provide information and support to CBOs so that they can participate in those events such as EXPOs and fairs.

(4) Sustaining KSRS activities

Marketing activities held at KSRS benefited not only CBO members who could sell their products and improve their products by reflecting comments from clients at KSRS but also students who worked there as volunteers. The students had a chance to enhance their knowledge on marketing and to understand the situation of local resources. Issyk-kul oblast state administration and Issyk-kul state university should continue to activities at KSRS.

(5) Financial support for CBOs

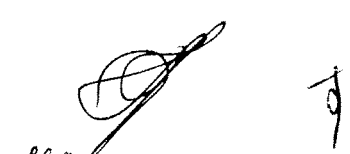
Community based businesses usually start from very small scale as well as the OVOP approach recommend villagers to be aware of resources in the village which can be used as materials. However, there is always a need for financial resources to have necessary equipments and materials as additional inputs, especially when CBO is once in a stage of enhancing production volumes or improving qualities. Issyk-kul oblast state administration should ensure financial support for those needs by establishing financial support system or by providing information of micro finance institutions who are able to provide small credit services.

(6) Reflection to the policies

The central and regional governments consider "Community Empowerment" as one of the important issues and have an intention to apply OVOP approach as an effective method to cope with this issue. For the future application of OVOP, the experiences and outputs obtained from this project should be well comprehended and fully utilized in formulating relevant policies with stable securement of necessary budget.

(7) Establishment of sustainable certification system for "Issyk-kul Brand"

The establishment of "Issyk-kul Brand" had a positive effect to promote products made by pilot-CBOs. It brought a good image such as high quality, eco-friendly, good design to products and attracted customers. However, the certification system of the brand is still at the developing stage. It is necessary



that Issyk-kul Oblast State Administration continue to discuss the official establishment of certification system with parties concerned.

## 6. Lessons Learned

### (1) Timely Project Management

Every activity of the project should be implemented and monitored based on PDM and PO. These documents should have been revised in appropriate timing, at the end of phase I of the project or on the occasion of the visit of monitoring mission from Japan for instance, and used for regular monitoring.

### (2) Appropriate project monitoring

The strategy of the project should have been set up by carefully examining the current situation of communities and its surroundings. It is important to conduct a rigorous planning study and to monitor the progress appropriately so that the project framework is corresponding with the existing condition.

Possibility of providing inputs from both parties should have been carefully examined before reaching on agreement on project framework.

### (3) Importance of local resources

Through this project, it developed that the low-cost community empowerment approach using natural resources and materials which people can find easily in their villages was effective. Financial or in kind assistance without having them realized what they already have in their community is not sufficient for the community empowerment.



ANNEX 1

## Project Design Matrix (PDM) - Ver.3

Project Name: Community Empowerment Project in the Issyk-Kul Oblast of the Kyrgyz Republic

Project Period: Jan. 2007 - Aug. 2010 / Phase I: Jan. 2007 - Oct. 2007, Phase II: Nov. 2007- Aug. 2010

Target Area: Issyk-Kul Oblast

Target Group: Staff of the Issyk-Kul Oblast State Administration, Staff of the Local-self Governments in Issyk-kul Oblast, Local people in the Issyk-Kul Oblast

May, 2008

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal</b> Socio-economic revitalization in the Issyk-Kul Oblast in harmony with environmental preservation</p> <p><b>Project Purpose</b> A sustainable system for the regional development through community empowerment is established with the OVOP Movement</p>	<p>1. Vitalization of communities in the Issyk-Kul Oblast</p> <p>2. Increase in income in the Issyk-Kul Oblast</p>	<p>- Annual report of the Issyk-Kul Oblast</p>	<p>Central authorities support community empowerment with the OVOP Movement continuously</p>
<p><b>Outputs</b></p> <p><b>Phase I (Preparatory Phase)</b></p> <p>1.1 Implementation system (personnel, budget, capability, networks, etc.) which is capable for conducting Phase II is prepared.</p>	<p>1. Degree of vitalization of the pilot villages/communities</p> <p>2. Achievement of the pilot project (contribution to the villages/communities)</p> <p>3. Accumulation of know-how and experiences regarding community empowerment in the Oblast</p> <p>1.1.a Degree of understanding on the project by the central and local government administrations</p> <p>1.1.b Sufficiency of allocated staff in PIU in terms of numbers and capacity</p> <p>1.1.c Allocation of necessary budget by the Issyk-Kul Oblast</p> <p>1.1.d Frequency of various meetings such as JSC</p>	<p>- Periodical activity report of J-CEP,</p> <p>- Evaluation report of the pilot project</p> <p>- Minutes of the JSC and other various meetings,</p> <p>- Guideline of community empowerment</p> <p>- Progress reports</p> <p>- Record of PIU meetings</p> <p>- Periodical activity report of JICA experts</p> <p>- Budget arranged by the Issyk-Kul Oblast</p> <p>- Records of various meetings</p>	<p>Implementation system continues to function</p>
<p><b>Phase II (Full-scale cooperation Phase)</b></p> <p>1.2 Implementation system is well functional.</p>	<p>1.2.a Establishment of a unit in charge of the OVOP Movement at the Central level</p> <p>1.2.b No. of staff newly assigned to the Project after the initial evaluation in September 2007</p> <p>1.2.c No. of staff of Oblast administration and local-self governments who participated in the pilot project (before the mid-term evaluation)</p> <p>1.2.d Contents of actions initiated by the Issyk-Kul Oblast State Administration and local-self governments in the pilot project and any other governmental agencies</p> <p>1.2.e Activities at Karakol Student Research Shop and Bishkek Antenna Shop</p> <p>1.2.f Budget allocation (or in-kind) arranged by the Kyrgyz side (by the mid term and end of the project)</p> <p>1.2.g No. of communities and related organizations in the established network</p> <p>1.2.h Contents and frequency of the network activities</p> <p>1.3.a Output of OVOP products produced in pilot communities (quantity, variety, achievement rate referring to the action plan, etc.)</p>	<p>- Official documents from the central authorities</p> <p>- Record of PIU meetings</p> <p>- Progress reports</p> <p>- Report by subcontracted NGO</p>	
<p>1.3 Pilot communities are empowered through the OVOP Movement</p>		<p>- Sales record</p> <p>- Interview to community members</p> <p>- Progress reports</p>	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>1.4 The effectiveness of community empowerment method with the OVOP Movement is verified.</p>	<p>1.3.b Degree of understanding of communities on opening community based business (including requirement &amp; permissions, knowledge on cost &amp; benefit, accounting, etc.)</p> <p>1.3.c Level of marketing skills of communities (knowledge &amp; experience on production of value-added products, market research, PR methodology, etc.)</p> <p>1.3.d Internal regulation made by each pilot community and its observance</p> <p>1.3.e Relevance of action plans made by each pilot community</p> <p>1.4.a Accumulation of lesson learned and experiences regarding community empowerment</p> <p>1.4.b Guideline for community empowerment with OVOP Movement</p> <p>1.4.c Impacts on regional development</p> <p><b>Inputs</b> (Japanese side)</p> <p>1. Dispatch of experts</p> <p>1) Team Leader/Community Empowerment/Poverty Alleviation</p> <p>2) Regional Development Advisor</p> <p>3) Community Empowerment/ Gender/ Participatory Development</p> <p>4) Capacity Development (Institutional Development)</p> <p>5) Other experts in the specific fields may be dispatched, if necessary</p> <p>2. Acceptance of counterpart personnel for training in Japan. (for the sector to be decided)</p> <p>3. Necessary machineries and equipment</p>	<ul style="list-style-type: none"> <li>- Report by subcontracted NGO</li> <li>- Activity records of communities</li> <li>- Member list, account book, regulations, registration, etc.</li> <li>- Baseline survey report</li> <li>- Evaluation referring to bench mark set by project</li> </ul> <ul style="list-style-type: none"> <li>- Guideline for community empowerment with the OVOP Movement</li> <li>- Report by subcontracted NGO</li> <li>- Records of various meetings</li> </ul>	
<p><b>Activities</b></p> <p>1.1.1 Share the project concept of the among governmental stakeholders</p> <p>1.1.2 Implement pre-pilot projects</p> <p>1.1.3 Evaluate the capacity of implementation system of pre-pilot project's implementation system, namely supplementing additional staff, allocation of necessary budget, networking with related agencies, etc.)</p> <p>1.1.4 Develop OVOP Potential Map</p> <p>1.2.1 Strengthen supporting system to the project, by sharing information and proposing action for modification of relevant procedures</p> <p>1.2.2 Allocate staff members for project implementation and take necessary actions</p> <p>1.2.3 Take actions for necessary budget allocation by the Kyrgyz side</p> <p>1.2.4 Open Student Research Shop in Karakol.</p> <p>1.2.5 Open Antenna Shop in Bishkek</p> <p>1.2.6 Build networks among stakeholders</p> <p>1.3.1 Prepare shortlist of potential OVOP products based on the OVOP potential map</p> <p>1.3.2 Research and analyze the current situation of potential OVOP products, villages and CBOs</p>	<p>(Kyrgyz side)</p> <p>1. Project Implementation Unit (PIU)</p> <p>1) Assignment of C/P</p> <p>2) Provision of office for JICA experts</p> <p>3) Necessary expenses for the operation of PIU, such as expenses for monitoring the pilot project activities</p> <p>2. Supporting organization</p> <p>1) Joint Steering Committee</p> <p>3. Provision of facilities</p> <p>1) Base (office) for pilot community activities</p> <p>2) Facilities and spaces necessary for pilot projects for pilot communities</p> <p>4. Other necessary expenses</p> <p>1) Expenses for implementation of pilot project</p> <p>2) Expenses for construction or rehabilitation of activity base of pilot communities</p>		

ANNEX 1

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>1.3.3 Develop action plans for OVOP production and capacity building in short-listed-communities as a part of social mobilization activities</p> <p>1.3.4 Conduct market research on potential OVOP products</p> <p>1.3.5 Select pilot communities</p> <p>1.3.6 Implement pilot project based on the action plans</p> <p>1.3.7 Follow up the activities in pre-pilot villages</p> <p>1.3.8 Monitor the progress and achievement of pilot project</p> <p>1.3.9 Accumulate the lessons learned of pilot project through monitoring activities, and reflect to the action follows</p> <p>1.4.1 Draw up a guideline for community empowerment with OVOP Movement based on the lessons learned through the pilot project</p> <p>1.4.2 Share the lessons learned and the guideline for community empowerment among the project stakeholders</p>			<p><b>Pre-Condition</b> Community empowerment policy of Issyk-Kul Oblast is maintained.</p>



**Annex 3: Evaluation Grid : Community Empowerment Project in the Issyk-Kul Oblast of the Kyrgyz Republic**

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
Process of Implementation	<u>System/Structure of the Project management</u>	Communication among organizations/personnel ~the extent of sharing info and challenges that are/were encountered	-Interview survey	- The Project has regular-basis communication platforms such as weekly and/or monthly meetings in order to share information on the Project schedule and progress. - Even while Japanese experts were not in Kyrgyz, communication among experts, NGOs and other related personnel was effectively made through e-mail.
		Monitoring system ~practical accomplishment and its effectiveness	-Interview survey	- All the activities at pilot project sites have been carefully monitored mainly by the NGO. Monitoring with reporting system was effectively functioned.
		Effectiveness of PDM's modification in the course of project implementation ~ whether positive influences were produced or not, by modification of PDM, which added sentence as "OVOP movement" etc.	-Interview survey	- It was reasonable modification to introduce OVOP movement in the Project framework. The sentence of "OVOP movement" is catchy and easily conveys message of the activities, which empowers community through community based business using local resources. - Apart from the modification to introduce OVOP, however, the Project has been missing the chances to give necessary modifications particularly in the PDM indicators, which do not reflect the achievement of the Outputs.
		(Japanese side) Arrangement of input contents and/or volume in accordance with the Project implementation process	-Interview survey -Questionnaire	- Japanese side arranged additional technical manpower input to upgrade the quality of OVOP products in the course of the Project implementation. The additional inputs of Japanese expert resources as well as local human resources were effective.
Relevance (To examine the justifiability or necessity for	<u>Policy</u>	(Kyrgyz side) Arrangement of input contents and/or volume in accordance with the Project implementation process	-Interview survey -Questionnaire	- It is observed that Kyrgyz side also made efforts for effective implementation from the in-kind support as well as administrative processes. Some of the representatives are: to provide premises with free of charge, and to discount administrative permission/licenses.
		Consistency with the development policy of the government	-Documents of MoER and OSA (Oblast State Administration) -Questionnaire	(Central level) - The government proclaimed the law regarding community based organization, Laws on CBOs and its Associations, in March 2005, which aimed at empowering communities through forming CBOs at community level.

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
project implementation)			-Interview survey	<ul style="list-style-type: none"> <li>- Ministry of Economic Regulation (Ministry of Economic Development and Trade) frequently expressed the importance to introduce OVOP movement as a vital tool to accelerate regional development including community development/empowerment: nevertheless, such intension of the Ministry has not been officially presented in any policies yet.</li> <li>(Province level)</li> <li>- The three year development plan of Issyk-Kul Oblast government (2008-2010) places the "promotion of regional development" as one of crucial issues for the provincial government.</li> <li>- As the province recognized the effectiveness of OVOP movement in the course of the Project implementation, the provincial government inserted the "necessity of expansion of OVOP movement" as one of crucial activities in the Government Resolution 172-P in March, 2010.</li> <li>- However, considering the fact that just only a few years have passed since the concept of OVOP movement newly introduced into Kyrgyz by the Project, it is understandable the OVOP has not been presented in some of the official policies yet.</li> <li>- On the whole, it is evaluated that the direction and the purpose of the Project is consistent with Kyrgyz and provincial government policies in terms of regional development and community development/empowerment.</li> </ul>
	<u>Priority</u>	Consistency with Japanese ODA policy/plan (Country Assistance Program)	-Japan's Country Assistance Program/ country-specific program	<ul style="list-style-type: none"> <li>- The Country Assistance Program sets three major pillars to support the Kyrgyz Republic, which are 1) infrastructural development for economic growth, 2) assistance to social sector, and 3) promotion of regional cooperation with neighboring countries. The infrastructural development as the first pillar comprises four aspects to focus: transportation, agriculture, regional development, and market-oriented economy.</li> <li>- The Project is categorized as one of the primary projects of the regional development sector as well as agriculture, indicating the Project accords with the Country Assistance Program.</li> </ul>
	<u>Selection of the target group/counterparts (OSA)</u>	Needs of OSA	-Project documents -Questionnaire -Interview survey	<ul style="list-style-type: none"> <li>- Issyk-Kul Oblast government has been looking for the effective approaches and/or tools to develop and empower communities. The provincial government frequently has shown strong interest in promoting the OVOP movement in this context.</li> <li>- In the province, the ARIS project has been implemented by the World Bank for years, aiming at empower communities. The ARIS project stresses more on material support than technical support or capacity building of community people. On the other hand, the Project whose primary focus is capacity building of CBOs with the concept of the OVOP movement is an another</li> </ul>



Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
				<p>approach to empower communities for the Issyk-Kul Oblast government.</p> <ul style="list-style-type: none"> <li>- In this line, the Project, which introduced another possibility to empower communities, has met with the needs of Issyk-Kul Oblast government.</li> </ul>
		<p>Appropriateness of the target group/counterparts in terms of capacity and scale/number to implement the Project (OSA)</p>	<ul style="list-style-type: none"> <li>-Questionnaire</li> <li>-Interview survey</li> </ul>	<ul style="list-style-type: none"> <li>- The number of assigned counterparts and time to spend on the Project activities has been limited due to their own tight working schedule and other reasons. The limited manpower input made influence on "efficiency" of the Project implementation as a result. The involvement of Rayon and AO has been similar to the Province did.</li> <li>- In this line, Issyk-Kul Oblast government as the target group/counterparts seems to be appropriate in their capacity, but inappropriate in terms of the number and the time to assign for the Project.</li> </ul>
		<p>Appropriateness of the target group/counterparts to implement the Project in general viewpoint</p>	<ul style="list-style-type: none"> <li>-Questionnaire</li> <li>-Interview survey</li> </ul>	<ul style="list-style-type: none"> <li>- It is apparent that the Project has faced inefficiency to implement the Project due to limited number of counterparts assigned (see "Efficiency").</li> <li>- However, only provincial government could take key roles to implement the Project for the purpose under the Project's framework. Considering the alternative governmental agencies such as Rayon and AO that can cover only smaller parts of the province with limited manpower and experiences, it is difficult for them to play the same roles as the province was expected. It is also unrealistic that central government dispatches staffs to the province.</li> <li>- In this line, although "inefficiency" can be observed, the selection of counterparts is regarded as appropriate.</li> </ul>
	<p>Selection of the target group (local people~ pilot project)</p>	<p>Needs of local people (community)</p>	<ul style="list-style-type: none"> <li>-Project documents</li> <li>-Questionnaire</li> <li>-Interview survey</li> </ul>	<ul style="list-style-type: none"> <li>- The Project conducts the pilot projects with primary concept that pay respects to the communities' initiatives and decision. It means that the pilot project's contents are consistent with the local people's needs.</li> <li>- The CBOs in the 2<sup>nd</sup> cycle of the pilot projects were selected by the proposals presented by their own initiatives along with their needs.</li> <li>- It is evaluated that the pilot project accords with the needs of local people.</li> </ul>
		<p>Appropriateness of the target group in terms of the scale/number</p>	<ul style="list-style-type: none"> <li>-Questionnaire</li> <li>-Interview survey</li> </ul>	<ul style="list-style-type: none"> <li>- Under the condition that most CBOs had no experiences to conduct small business activities, it was unavoidable for the Project to spend substantial time on assisting them to make them model CBOs with limited manpower inputs.</li> <li>- Moreover, since the purpose of pilot project implementation was to gain essential in order to establish the sustainable system, 6 villages in total of the pilot projects is evaluated reasonable.</li> </ul>

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
	Suitability as a means	Japan's technology advantage and/or experiences	-Documents of JICA -Interview survey etc.	- Japan has accumulated community development/empowerment experiences through OVOP movement for the past decades. - JICA has been assisting community development/empowerment through OVOP approach in various countries. Lessons collected at many countries for years are now quite resourceful knowledge and information to conduct development project with OVOP. The Project also has been able to gain better ideas/devices for smoother implementation of the Project
Effectiveness (To examine project effects)	<u>Project purpose</u>	Achievement forecast for the Project purpose	-Project record -Questionnaire -Interview survey	<p>Project Purpose: A sustainable system for the regional development through community empowerment is established with the OVOP Movement</p> <p>-Objectively verifiable indicator</p> <ol style="list-style-type: none"> <li>1. Degree of vitalization of the pilot villages/communities</li> <li>2. Achievement of the pilot project (contribution to the villages/communities)</li> <li>3. Accumulation of know-how and experiences regarding community empowerment in the Oblast</li> </ol> <p>- The system that the Project established/proposed for community empowerment through the OVOP movement is difficult to be evaluated as sustainable because it entails external condition in for the system to function. The system has to require additional budgetary arrangement for the function of the OVOP promoter, assuming it NGO manpower, as indispensable input.</p> <p>- In this line, the Project purpose was not achieved as expected.</p> <p>- However, it should be strongly noted that the system reflects the real situation as well as the constraints currently the Issyk-Kul Oblast government facing, particularly in personnel assignment and budgetary arrangement.</p> <p>- Under the various constraints, the Project successfully showed the effective approaches and methods to empower communities through the OVOP movement, even though it requires NGO's manpower inputs.</p> <p>- The purpose was not achieved in the sense of rigidly interpretation of the Project purpose's sentence, but the approaches showed by the Project and various lessons accumulated in pilot projects are highly evaluated.</p> <p>(note) Achievement of the indicators' requirement is described in the Outputs.</p>
	<u>Output 1.</u>	Achievement forecast for Output 1.	-Project record -Questionnaire -Interview survey	<p>Output 1. Implementation system (personnel, budget, capability, networks, etc.) which is capable for conducting Phase II is prepared.</p> <p>-Objectively verifiable indicator:</p>

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
				<p>1.1.a Degree of understanding on the project by the central and local government administrations</p> <p>1.1.b Sufficiency of allocated staff in PIU in terms of numbers and capacity</p> <p>1.1.c Allocation of necessary budget by the Issyk-Kul Oblast</p> <p>1.1.d Frequency of various meetings such as JSC</p> <p>- As of the ending of the Phase I, the implementation system was evaluated to be ready for the Phase II, but the current situation shows the system was not actually prepared as previously evaluated.</p> <p>- As for the indicator 1.1.a and 1.1.d, they seem to have been carried out when the Phase I completed, but the essential parts of the implementation system regarding 1.1.b and 1.1.c, personnel assignment and budget allocation were not prepared although the provincial government made sincere efforts such as submitting the proposals to the central government.</p> <p>- In this line, it is evaluated the Output 1 was not achieved.</p>
	Output 2	Achievement forecast for the Output 2.	<p>- Project record</p> <p>- Questionnaire</p> <p>- Interview survey</p>	<p>Output 2. Implementation system is well functional.</p> <p>- Objectively Verifiable Indicator:</p> <p>1.2.a Establishment of a unit in charge of the OVOP Movement at the Central level</p> <p>1.2.b No. of staff newly assigned to the Project after the initial evaluation in September 2007</p> <p>1.2.c No. of staff of Oblast administration and local-self governments who participated in the pilot project (before the mid-term evaluation)</p> <p>1.2.d Contents of actions initiated by the Issyk-Kul Oblast State Administration and local-self governments in the pilot project and any other governmental agencies</p> <p>1.2.e Activities at Karakol Student Research Shop and Bishkek Antenna Shop</p> <p>1.2.f Budget allocation (or in-kind) arranged by the Kyrgyz side (by the mid term and end of the project)</p> <p>1.2.g No. of communities and related organizations in the established network</p> <p>1.2.h Contents and frequency of the network activities</p> <p>- In line with the results of the Output 1, it has to be automatically difficult for the implementation system to be functional as the Project expected.</p> <p>- Followings show the achievements on the individual indicator:</p> <p>(indicator 1.2.a)</p> <p>- Although the positive intension was presented at central level, a unit of OVOP movement was</p>

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				<p>not established as a result.</p> <p>(indicator 1.2.b)</p> <ul style="list-style-type: none"> <li>- There were 8 staffs in total cumulatively who were assigned to the Project as PIU staff with part-time status from September 2007 to now. In the original plan PIU required 3 full-time staffs, but the period which assigned 3 part-time staffs in the PIU was only half of the duration (21 months among 42 months).</li> </ul> <p>(indicator 1.2.c)</p> <ul style="list-style-type: none"> <li>- Number of provincial staffs involved: 1(Governor), 14 (Project Director, Manager, PIU), plus a total of 59 persons participated in a series of JSC, workshops and seminars.</li> <li>- Number of Rayon staffs involved: 5 persons for training courses in Japan, plus a total of 27 persons participated in a series of JSC, workshops and seminars.</li> <li>- Number of AO staffs involved: a total of 91 persons participated in a series of JSC, workshops and seminars.</li> </ul> <p>(indicator 1.2.d)</p> <p>(1) Provincial government</p> <ul style="list-style-type: none"> <li>- Issyk-Kul Oblast/PIU mainly contributed to coordinating seminars/workshops with Rayons, AOs and concerning government agencies.</li> <li>- Some of the representing achievements are: coordination of seminars for selection of the CBOs on the 2nd cycle; coordination of KSRS rent agreement with the Issyk-Kul University; invitation of Issyk-Kul brand products to provincial anniversary fair etc.</li> </ul> <p>(2) Local administrations</p> <ul style="list-style-type: none"> <li>- Rayons and AOs were directly involved in the pilot project implementation. They participated in not only key events such as Joint Steering Committee and joint seminars but also conducted and/or coordinated workshops, seminars and presentation of products.</li> <li>- Some of the representing achievements are: AOs provided supports in distributing and collecting applications of CBOs proposals on the 2<sup>nd</sup> cycle; Jeti-Oguz Rayon provided the information on sales space at beach in summer season; Karasaev AO, Barskoon AO and Tamga AO provided the premises to use for workshops for the 2nd cycle pilot CBOs with free of charge.</li> </ul> <p>(indicator 1.2.e)</p> <ul style="list-style-type: none"> <li>- KSRS has shown good performance and played essential roles to promote sales and collection</li> </ul>

Evaluation Criteria	Evaluation Items		Data Sources	Result																																						
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				<p>of marketing information of OVOP products.</p> <p>- The major functions are summarized as follows: 1) Introduction, promotion, and sales of OVOP products, 2) Conducting customer surveys on products, 3) Connecting producers and markets, 4) Managing sales, stock inventories, information about visitors, and 5) Training student volunteers as important actors of OVOP Movement.</p> <p>(indicator 1.2.f)</p> <p>- Monetary budget was not arranged for implementation of the Project by OSA, but arranged as budge in-kind about USD 1,820 by premises rent, discount of license/permissions.</p> <p>- Budget support as In-kind mode were also made by AOs, namely Karasaave, Barskoon, and Tamga.</p> <p>(indicator 1.2.g)</p> <p>- As shown in the Table, 6 communities have been involved.</p> <table border="1" data-bbox="730 172 949 1057"> <thead> <tr> <th>Stages</th> <th>CBO</th> <th>Village</th> <th>AO</th> <th>Rayon</th> <th>Products</th> </tr> </thead> <tbody> <tr> <td rowspan="3">1st cycle</td> <td>Adilet</td> <td>Jergez</td> <td>Kerege-Tash</td> <td>Ak-Suu</td> <td>Berry jam</td> </tr> <tr> <td>Bereke</td> <td>Chonkyzy/Isuu</td> <td>Svetlaya Polyana</td> <td>Jeti-Oguz</td> <td>Berry jam</td> </tr> <tr> <td>Shirin</td> <td>Saruu</td> <td>Saruu</td> <td>Jeti-Oguz</td> <td>Dry fruits</td> </tr> <tr> <td rowspan="3">2nd cycle</td> <td>Ak-Shoola</td> <td>Tasma</td> <td>Karasaev</td> <td>Tup</td> <td>Felt</td> </tr> <tr> <td>Onor Bulagy</td> <td>Barskoon</td> <td>Barskoon</td> <td>Jeti-Oguz</td> <td>Felt</td> </tr> <tr> <td>Erbol</td> <td>Tosor</td> <td>Tamga</td> <td>Jeti-Oguz</td> <td>Felt</td> </tr> </tbody> </table> <p>- In addition, various networks with related organizations were created as follows:</p> <p>- 1) the network with KRSR and provincial government, Issyk-Kul University, TIC, NGO, CBOs and local producers.</p> <p>- 2) Marketing network: 7 partner guesthouses/hotels, 1 Bishkek souvenir company (hold 6 shops)</p> <p>- 3) Network with other resource agencies involved: Local NGOs: FORWARD, Leader, Community Development Alliance (CDA); Technical support: CACSA (Central Asia Craft Support Association), ABCC (Agro Business Competitiveness Centre), Tourism sector: CBT (Community Based Tourism), TIC, CAMP (Central Asian Mountain Program); Doing business related organization: Certified body for issuing certificate on products, EXPO organizer, KRJC (Kyrgyz Republic Japan Center)</p> <p>(indicator 1.2.h)</p>	Stages	CBO	Village	AO	Rayon	Products	1st cycle	Adilet	Jergez	Kerege-Tash	Ak-Suu	Berry jam	Bereke	Chonkyzy/Isuu	Svetlaya Polyana	Jeti-Oguz	Berry jam	Shirin	Saruu	Saruu	Jeti-Oguz	Dry fruits	2nd cycle	Ak-Shoola	Tasma	Karasaev	Tup	Felt	Onor Bulagy	Barskoon	Barskoon	Jeti-Oguz	Felt	Erbol	Tosor	Tamga	Jeti-Oguz	Felt
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	<p>Output 3. Achievement forecast for the Output 3.</p>	<p>-Project record -Questionnaire -Interview survey</p>	<p>Output 3. Pilot communities are empowered through the OVOP Movement. (note: The 'communities' is interpreted as CBOs in the evaluation) -Objectively Verifiable Indicator: 1.3.a Output of OVOP products produced in pilot communities (quantity, variety, achievement rate referring to the action plan, etc.) 1.3.b Degree of understanding of communities on opening community based business (including requirement &amp; permissions, knowledge on cost &amp; benefit, accounting, etc.)</p>																

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	Soap	-	-	-	-	-	205 pcs																																																																																																																																																																																																												
				<p>1.3.c Level of marketing skills of communities (knowledge &amp; experience on production of value-added products, market research, PR methodology, etc.)</p> <p>1.3.d Internal regulation made by each pilot community and its observance</p> <p>1.3.e Relevance of action plans made by each pilot community</p> <p>- A series of activities in Output 3 lead to significant progress in some communities as shown below, and Output 3 is evaluated almost achieved.</p> <p>(indicator 1.3.a)</p> <p>- OVOP products in pilot communities on the 1<sup>st</sup> cycle are as follows:</p> <p>- Since the seasonal climate affects the produce volume of raw materials including berries and fruits, the production was sometimes different from the original plan. In addition, availability of processing materials such as glass jars to pack jam also affected the scheduled production.</p> <p>- OVOP products in pilot communities on the 2<sup>nd</sup> cycle are as follows:</p> <table border="1"> <thead> <tr> <th>Producer</th> <th>Items</th> <th>Quantity (units)</th> </tr> </thead> <tbody> <tr> <td>CBO Ak Shoola Tasma village</td> <td>24 variety of products (wall ornament, felt beads necklace, key holders, bags, mobile case, camera case, yurt ornament, etc. with different</td> <td>499</td> </tr> </tbody> </table>	Producer	Items	Quantity (units)	CBO Ak Shoola Tasma village	24 variety of products (wall ornament, felt beads necklace, key holders, bags, mobile case, camera case, yurt ornament, etc. with different	499																																																																																																																																																																																																									
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Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
				<p>(indicator 1.3.b)</p> <ul style="list-style-type: none"> <li>- The Project has provided many types of technical assistance for business management. The focuses were proper accounting management, quality control, the way of pricing products, profit sharing with savings for sustainable business, etc.</li> <li>- These assistance has continued since the pilot project was done by both OJT basis and seminar basis as well.</li> <li>- Considering the fact that some of communities are properly managing their own business, the indicator's requirement is evaluated as achieved.</li> </ul> <p>(indicator 1.3.c)</p> <ul style="list-style-type: none"> <li>- In the same manner as the indicator 1.3.b, the Project has offered various opportunities for CBOs to participate in marketing/PR events such as exhibitions and festivals. The number of participation in such events counted to 18 times from October 2008 to May 2010. The CBOs' perception on marketing have upgraded by these experiences.</li> <li>- In addition, feedback information collected at KSRs and other partner guest houses also contributed to improving CBOs' marketing strategy.</li> <li>- In this line, the indicator 1.3.c is evaluated as achieved.</li> </ul> <p>(indicator 1.3.d)</p> <ul style="list-style-type: none"> <li>- Each CBO made its own internal regulation through ratification process by all the members, which are still followed by all.</li> <li>- It means that the indicator's requirement is fulfilled.</li> </ul> <p>(indicator 1.3.e)</p> <ul style="list-style-type: none"> <li>- In the same way as internal regulation, making action plan was also placed as a mandatory work for CBOs to continue business activities. All the CBOs make monthly action plans and monitor the progresses.</li> <li>- The indicator is also evaluated complete as planned.</li> </ul>
Output 4.	Achievement forecast for the Output 4.	-Project record -Questionnaire	Output 4. The effectiveness of community empowerment method with the OVOP Movement is verified.	



Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
			-Interview survey	<p>-Objectively Verifiable Indicator:</p> <p>1.4.a Accumulation of lesson learned and experiences regarding community empowerment</p> <p>1.4.b Guideline for community empowerment with OVOP Movement</p> <p>1.4.c Impacts on regional development</p> <p>- The effectiveness of the method at community level is almost verified through the pilot project activities. The lessons accumulated are now able to show the indispensable entities and steps to promote OVOP activities over looking at community empowerment.</p> <p>- On the other hand, verification of the total system including personnel assignment and budgetary arrangement was not carried out during the Project period.</p> <p>- Although the indicators on Output 4 do not reflect its achievement status exactly, followings show some of examples. (indicator 1.4.a)</p> <p>- A variety of lessons have been accumulated through the pilot project activities, and contributed to enhancing the CBOs' performance. Some of the examples are: effectiveness of study tour, exchange information among CBOs, necessary seasonal arrangement of production setting on marketing strategy, effectiveness of collaboration with private sectors, and others. (indicator 1.4.b)</p> <p>- The guideline for the OVOP Movement promotion toward community empowerment was completed as scheduled. (indicator 1.4.c)</p> <p>- Impacts observed are still limited to the communities in the pilot projects, but owing to the current extension efforts by the communities such as Tasma, regional impacts economically as well as socially are possibly made in the near future.</p>
	<u>Contribution factors</u>	Contributing factors to enhance the achievement of the Output and/or Project purpose	-Questionnaire -Interview survey	<p>- NGO, FORWARD, contracted with the Project made significant contribution to the Project's progress.</p> <p>- Providing premises with free of charge by the province, AO, and the university, and discounting permission and license fee were supportive factors to continue CBO's business.</p> <p>- Volunteers working at KSRS are also essential manpower to run KSRS activities.</p>
	<u>Inhibition factors</u>	Factors to inhibit the	-Questionnaire	Important assumptions (have been secured or not, and prospects for the remaining period)

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
Efficiency (To examine project efficiency)	<u>Input (manpower)</u>	achievement of the Output and/or Project purpose	-Interview survey	-Unpredicted political events and movements for these years led to frequent change of counterpart personnel, which made negative influence on the effectiveness and efficiency of technical transfer. (The PDM version 3 lacks the above description as "important assumptions")
		Enhancement of the output from the viewpoint of Japanese experts (number, expertise, timing, performance)	-Project record -Questionnaire -Interview survey	Japanese manpower input - Long term experts are evaluated as reasonable input in terms of dispatched period, taking into consideration of co-work with project staffs, NGOs and others. - As for the short term experts, there is an example that the expected manpower input on food processing could not be realized due to difficulty in finding suitable human resource in Japan. On the other hand, the dispatched short term expert on felt made significant contribution to improving the product quality. - In this line, Japanese expert inputs are evaluated almost appropriate only except losing opportunity to dispatch a short term expert on food processing.  - In addition, local human resources instead of Japanese experts reinforced technical instruction on food processing (dry fruit).
		Enhancement of the output from the viewpoint of counterpart personnel assigned	-Project record -Questionnaire -Interview survey	Kyrgyz manpower input - The Project has been trying to establish the Project Implementation Unit, PIU, with full time staff(s) that expectedly plays control tower role of implementation of the Project, but the province could not assign the full time staff(s) as a result despite their sincere effort to negotiate with central government. - It gave negative influences on technical transfer to provincial staffs as well as verification of sustainable system to empower communities with OVOP.
		Enhancement of the output from the viewpoint of counterpart personnel assigned	-Project record -Questionnaire -Interview survey	Other manpower input (NGO and University etc) - NGO under the contract with the Project made a significant contribution to the Project implementation particularly in pilot project activities. Their contribution widely covered from the logistic management to provision of training CBOs. - The Issyk-Kul University supports the Project activities by providing volunteer students to KRSRS.
	<u>Input (material and facility)</u>	Enhancement of the output from the viewpoint of	-Project record -Questionnaire	- Material inputs were provided limited volume to pilot projects with their own charge. It is evaluated appropriate in line with the Project's concept, which promotes CBO's ownership mind.

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
		material and facility inputs (volume, specification, timing, usability, provided targets)	-Interview survey	.
	<u>Input (training)</u>	Enhancement of the output from the viewpoint of training conducted (contents, timing, period, numbers)	-Project record -Questionnaire -Interview survey	- The effectiveness of the training in Japan became lower than expected. - Most of the participants from Rayon are now out of the administrative office due to political change. It is, therefore, those trainings could not lead to expected effects. - In addition, if some of AO had been included in the training participants, the Project could have accelerated development in pilot projects and/or promoted OVOP surrounding communities in their AO.
	<u>Input (Budget)</u>	Amount of the project budget	-Project record	- The budget disbursement in substantial manner was not made, but it is regarded that the province provided premises with free of charge and discounted license/permission fee to conduct business as one kind of budget allocation which amounts to USD 1,820.
	<u>Complementary effect and Duplicated activities</u>	Other projects/programs to promote the Project's implementation and/or results	-Questionnaire -Interview survey	- There were exchange of information and training/seminars with local NGO, Community Based Tourism. Such exchange also enhanced the capacity building of CBOs. - There were no duplicated activities caused inefficiency as a result.
Impact (To examine the project's effects including the ripple effects in the long term)	<u>Overall goal</u>	Achievement forecast for the overall goal	-Project record -Questionnaire -Interview survey	Overall goal: Socio-economic revitalization in the Issyk-Kul Oblast in harmony with environmental preservation -Objectively Verifiable Indicator 1. Vitalization of communities in the Issyk-Kul Oblast 2. Increase in income in the Issyk-Kul Oblast  - It is possible for the communities of pilot projects to play extension roles to other neighboring communities after the Project ends, but other integrated measures including economic sector as well as environmental sector's intervention are necessary in order to achieve what the Overall goal requires. - In this line, it is difficult to foresee the achievement of possibility on the overall goal.
	<u>Impacts occurred as ripple effects (positive and</u>	Aspects as follows: • policy, • technical aspect.	-Project record -Questionnaire -Interview survey	[Positive impact] (Policy) - In the course of the Project implementation, many of government staffs at not only central but

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
	<p>negative)</p>	<ul style="list-style-type: none"> <li>environment,</li> <li>socio-economy,</li> <li>organization</li> <li>finance</li> </ul>		<p>also provincial, Rayon and AQ level showed interests in promoting the OVOP movement for community empowerment tool. The idea presented such as establishment of OVOP association is one of the positive changes occurred in policy aspect, even though it is not realized yet.</p> <p>(Technical)</p> <ul style="list-style-type: none"> <li>The Project has received effective manpower input from contracted NGO, FOWARD. The series of experiences accumulated in the NGO also contributed to building their own capacity.</li> <li>One of the student volunteers who worked in KSRS started to work in the NGO, FOWARD after graduated and became the manager of KSRS at present.</li> </ul> <p>(Socio-economy)</p> <ul style="list-style-type: none"> <li>Income growth is observed in some of the pilot CBOs. In the case of CBO at Chong-Kyzyl-Suu village, they made sales of their jam products with more than 250 thousand com during the last two seasons with 8 members.</li> <li>In addition, social impacts occurred in their communities also can be observed. For example, the CBO in Tasma provided their products to socially vulnerable in communities. As another example, the CBO at Barskoon village receives intern students from vocational school. The cases such as mutual assistance within communities are gradually increasing.</li> <li>Working experiences in KSRS provided the University students with social experiences, which are regarded as one of the resourceful internship venues. Besides, some of the students started to engage in NGO activities on OVOP movement after graduated. In this sense, the working experiences led to expanding local human resources on community empowerment with OVOP movement.</li> </ul> <p>[Negative impact]</p> <ul style="list-style-type: none"> <li>There are no negative impacts.</li> </ul>
<p>Sustainability (To examine the sustainability after the termination of JICA's cooperation)</p>	<p>Policy aspect</p>	<ul style="list-style-type: none"> <li>Prospects of policy direction</li> <li>Prospects of policy support to develop communities</li> </ul>	<ul style="list-style-type: none"> <li>Documents of MoER and OSA</li> <li>Questionnaire</li> <li>Interview survey</li> </ul>	<ul style="list-style-type: none"> <li>The new president of the government expressed the importance to accelerate the OVOP movement while visited Issyk-Kul Oblast this year, and the OVOP movement is highly possible to be placed as one of key activities in the new three-year development plan of the central as well as Issyk-Kul Oblast government.</li> <li>In this line, the direction of the policy is matched with what the Project has aimed. It is expected for the policies to support the movement further on.</li> </ul>
	<p>Organization aspects</p>	<ul style="list-style-type: none"> <li>Appropriateness of the</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Judging the current organizational situations, it has to be evaluated difficult for the provincial</li> </ul>

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items (regarding the organizations that should play key roles)	Sub-Items organizational structure and capacity to continue producing the Project outputs (regarding the organizations that should play key roles)		
	<u>Technical aspects</u> (regarding the organizations that should play key roles)	<ul style="list-style-type: none"> <li>Capacity of personnel and/or organizations in charge of key activities to produce the Project Outputs</li> <li>Prospects of continuous engagement of these personnel</li> </ul>	-Interview survey -Questionnaire -Interview survey	<p>government as well as Rayon and AO to provide necessary manpower volume, which enables to continue or develop the OVOP movement further in the province.</p> <p>- Since the provincial government staffs have understood their roles, it is possible for them to conduct their own functions for OVOP movement activities while by fully utilizing the guidelines made by the Project.</p>
	<u>Financial aspects</u>	<ul style="list-style-type: none"> <li>Prospects to secure sufficient financial resources to continuously produce project outputs</li> </ul>	-Questionnaire -Interview survey	- Under the current government system to determine state government's budget, it is difficult for the province to secure enough budget stably on OVOP movement. Intervention by central government is indispensable for financial sustainability.
	<u>Social aspects</u>	<ul style="list-style-type: none"> <li>Acceptance of communities</li> </ul>	-Questionnaire -Interview survey	- No concern is predicted from social aspect in order to develop OVOP movement.

Annex 4 List of Japanese Experts

Position	Name	Company	Phase I												Phase II												MM					
			1st Year			2nd Year			3rd Year			4th Year			2008			2009			2010											
			1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		1	2	3	4	5
Work in Kyrgyz	Team Leader/ Community Empowerment/Poverty Alleviation	Makoto ISHIZUKA *1	1/9/2/10	4/1/5/18	7/30/9/21	11/13-12/20	3/7/5/23	7/29-9/27	12/16-12/31	2/17-4/15	6/23-8/22	11/10-12/9	2/23-3/13	5/27-8/7	19,67	1/9/2/10	4/1/5/18	7/30/9/21	11/13-12/20	3/7/5/23	7/29-9/27	12/16-12/31	2/17-4/15	6/23-8/22	11/10-12/9	2/23-3/13	5/27-8/7	19,67				
	Regional Development Adviser	Hajime KOZUMI *2	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							3,10	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								3,10			
	Community Empowerment/Gender Participatory approach	Tomoko MATSUI	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							20,64	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								20,64			
	OVOP promotion (1)	Toshiyuki SAITO	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							1,20	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								1,20			
	OVOP Promotion (2-1)	Izumi OKATA	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							15,27	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								15,27			
	OVOP Promotion (2-2)	Kaori TANAKA	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							6,13	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								6,13			
	OVOP promotion (3)	Hajime KOZUMI *2	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							3,60	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								3,60			
	Capacity Development (Institutional Development)	Naoko ANZAI	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							1,10	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								1,10			
	Capacity Development (Human Resource Development)	Aoi IWANA	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							0,80	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								0,80			
	OVOP promotion (4)	Chikaiko SATO	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							1,77	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								1,77			
Coordinator	Maya KITAMOTO	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							0,43	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								0,43				
Coordinator (Monitoring & Evaluation Assistant)	Masami SUZUKI	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							1,00	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								1,00				
Team Leader/ Community Empowerment/Poverty Alleviation	Makoto ISHIZUKA *1	1/9/2/10	4/1/5/18	7/30/9/21	11/13-12/20	3/7/5/23	7/29-9/27	12/16-12/31	2/17-4/15	6/23-8/22	11/10-12/9	2/23-3/13	5/27-8/7	0,20	1/9/2/10	4/1/5/18	7/30/9/21	11/13-12/20	3/7/5/23	7/29-9/27	12/16-12/31	2/17-4/15	6/23-8/22	11/10-12/9	2/23-3/13	5/27-8/7	0,20					
Regional Development Adviser	Hajime KOZUMI *2	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							0,10	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								0,10				
OVOP Promotion (2-1)	Izumi OKATA	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7							0,10	1/9/2/10	3/16-4/8	7/6-8/20	9/9-9/20	11/7-11/24	4/26-5/7								0,10				
MM TOTAL														73,68														73,68				
Report	JICA Evaluation		ICR	PGR(1) WCR	PGR(2) WCR	PGR(3) WCR	Guideline/PCR	Guideline(draft) WCR	Guideline/PCR	Guideline(draft) WCR	Guideline/PCR	Guideline(draft) WCR	Guideline/PCR	Guideline(draft) WCR	73,68	ICR	PGR(1) WCR	PGR(2) WCR	PGR(3) WCR	Guideline/PCR	Guideline(draft) WCR	Guideline/PCR	Guideline(draft) WCR	Guideline/PCR	Guideline(draft) WCR	73,68						
Joint Steering Committee	Joint Seminar																															

ICR= Inception Report, PGR= Progress Report, WCR= Work Completion Report, PCR=Project Completion Report

\*1. Position of Makoto Ishizuka was Acting Team Leader/Community Empowerment/Poverty Alleviation in the 1st Year.  
 \*2. Position of Hajime Kozumi was Team Leader/Rural Development in the 1st Year.  
 \*3. The expense for 12 days(0.4M/MM) of Tomoko Matsui is covered by the budget of KRI Int'l Corp.  
 \*4. The expense for 1 day(0.03M/MM) of Izumi Okata is covered by the budget of KRI Int'l Corp.  
 \*5. The expense for 1 day(0.03M/MM) of Aoi Kishi is covered by the budget of KRI Int'l Corp.  
 \*6. The expense for five days(0.17M/MM) of Masami Suzuki is covered by the budget of KRI Int'l Corp.

**Counterpart Training in Japan  
- List of Participants and Program -**

**(1) 1st Counterpart Training in Japan**

Program:

August 24 - September 1, 2007

Place of Training:

Oita prefecture

Participants:

Mr. Alyshbaev Kalybek Keneshovich, First Deputy Governor of Issyk-Kul OSA cum Project Director of J-CEP

Mr. Almaz Imanaliev, Project Manager, J-CEP

Ms. Kasimbekova Lira Baisekovna, Leading Specialist, MoEDT

**(2) 2nd Counterpart Training in Japan**

Program:

September 23 - 27, 2008

Place of Training:

Oita prefecture

Participants:

Ms. Mamedova Svetlana Akopiyanovna, Deputy Governor of the Issyk-Kul OSA cum PIU Member

Mr. Ibraev Bakyt Jokenovich, Project Manager of J-CEP

Ms. Beishebaeva Venera Mukambetovna, Deputy Head of Jeti-Oguz RSA

Mr. Shamshiev Nasridin Shamshievich, Head of Regional Policy Dept., MoEDT

**(3) 3rd Counterpart Training in Japan**

Program:

October 13 - 23, 2009

Place of Training:

Oita prefecture

Participants:

Mr. B. Kupeshov, Head of Ak-Suu RSA

Mr. S. Kerimkulov, Head of Tup RSA

Mr. T. Chekiev, Head of Jeti-Oguz RSA

Mr. T. Mansurov, Head of Issyk-Kul RSA

Mr. Z. Jumaliev, Head of North Interregional Dept., MoEDT

Mr. A. Alymbekov, Chief Specialist of Industry, Transportation and Communication Dept. of Issyk-Kul OSA cum PIU member



**Annex 6 List of the Provided Equipment**

Item	Qty	Unit
Desktop Computer	2	Unit
Printer	2	Unit
UPS	1	Unit
Fax machine	1	Unit
Copy machine	1	Unit
Mobile telephone	4	Unit
Heater	2	Unit
Meeting table	3	Unit
Book shelf	3	Unit
Herb drying facilities	3	Unit
Herb seeds (including import commission, transportation, quarantine)	1	set
Thermometer	3	Unit
pH measure	1	Unit
Projector	1	Unit
Herb distiller	1	Unit
Equipment and tools for soap making	1	set

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## **Appendix 7**

### **PIU Proposals to Establish New Department for OVOP**



## PIU Proposals to Establish New Department for OVOP

Dates:	27 -28 March 2009
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### Participants

#	Name	Org.	Notes
1	Bakyt Ibraev	PM	
2	Gulnaz Orozova	PIU	Participated 27 <sup>th</sup> only
3	Maksat Dunganaev	PIU	
4	Azat Alymbekov	PIU	
5	Makoto Ishizuka	JICA ET	
6	Tomoko Matui	JICA ET	Facilitator
7	Izumi Okata	JICA ET	
8	Akiko Kishi	JICA ET	

### Goal:

Develop an Action Plan to establish a sustainable system for the regional development through community empowerment with the OVOP Movement

### Objectives:

1. To define J-CEP and Community Empowerment
2. To discuss J-CEP Exit Strategy and Sustainability
3. To develop an Action Plan for J-CEP Sustainability (implementation system within Issyk-Kul Oblast Administration)

### Program

15:00-16:00	Session 1: Review J-CEP 1 <sup>st</sup> Cycle
16:00-18:00	Session 2: Framework of Community Empowerment with OVOP Movement
18:00-19:00	Session 3: Outline of Action Plan to establish a framework of Community Empowerment in the Issyk-Kul OSA Scheme
21:00-23:00	Session 4: Detailed discussion for the Action Plan
10:30-12:00	Session 5: Review and Revise the Action Plan
12:00-13:00	Session 6: Wrap-up

### Review J-CEP 1<sup>st</sup> Cycle and Components of Community Empowerment

#### 1) Definition of J-CEP: Community Empowerment Project in the Issyk-Kul Oblast

Overall Goal: Socio-economic revitalization in the Issyk-Kul Oblast in harmony with environmental preservation

Purpose: A sustainable system for the regional development through community empowerment with the OVOP Movement is established.

**2) Definition of Community Empowerment by the 1st Cycle PV Jamaat representatives:**

*“Community Empowerment is capacity development of the local community to solve the problems with the application of the local resources.”*

**3) Components and Elements of Community Empowerment (general)**

- ✓ **Development of Self-Concept:** Trust, Unity, Responsibility, Confidence, Awareness, Participation, Commitment, Vision, Initiative
- ✓ **Acquisition of Skills & Knowledge:** Planning, Monitoring and Evaluation, Analysis, Facilitation, Decision-making, Problem-solving, Conflict Resolution, Leadership
- ✓ **Organizational Development:** NGO/CBO registration, Coordination/Management, Contact between groups, Association/Cooperative registration, Development of internal regulation
- ✓ **Development of Infrastructure:** Processing workshop, Public facilities (schools, hospitals, cultural center, etc.), Civil engineering and construction (roads, bridges, etc.)

**4) Components and Elements which J-CEP covers**

<u>Development of Self-Concept</u> <ul style="list-style-type: none"> <li>✓ Trust</li> <li>✓ Unity</li> <li>✓ Responsibility</li> <li>✓ Confidence</li> <li>✓ Awareness</li> <li>✓ Participation</li> <li>✓ Commitment</li> <li>✓ Vision</li> <li>✓ Initiative</li> <li>✓ Gender</li> </ul>	<u>Acquisition of skills and Knowledge</u> <ul style="list-style-type: none"> <li>✓ Planning</li> <li>✓ Monitoring and Evaluation</li> <li>✓ Analysis</li> <li>✓ Facilitation</li> <li>✓ Decision-making</li> <li>✓ Problem-solving</li> <li>✓ Conflict Resolution</li> <li>✓ Leadership</li> <li>✓ Marketing</li> </ul>
<u>Organizational Development</u> <ul style="list-style-type: none"> <li>✓ NGO/CBO registration</li> <li>✓ Coordination/Management</li> <li>✓ Contact between groups</li> <li>✓ Development of internal regulation</li> <li>✓ Business Cooperation</li> </ul>	<u>Development of Infrastructure</u> <ul style="list-style-type: none"> <li>✓ Processing workshop</li> <li>✓ Sales/Trade Shop</li> </ul>

**Means/Tools**

<u>Development of Self-Concept</u> <ul style="list-style-type: none"> <li>✓ Meetings</li> <li>✓ Seminar</li> </ul>	<u>Acquisition of skills and Knowledge</u> <ul style="list-style-type: none"> <li>✓ Meetings (w/ J-CEP)</li> <li>✓ Meetings (JL, VC, JA)</li> <li>✓ Seminar (by J-CEP)</li> <li>✓ Seminar (by local specialists and experienced persons)</li> <li>✓ Study Tour</li> <li>✓ KSRS</li> <li>✓ Partnership w/ Guest Houses/Hotels</li> <li>✓ Fairs/Expos</li> </ul>
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<u>Organizational Development</u>	<u>Development of Infrastructure</u>
<ul style="list-style-type: none"> <li>✓ Negotiations with relevant officials, state structures, private sectors, etc. (Jamaats' participation is not necessarily required.)</li> <li>✓ Visit and meet with Institutions within Karakol</li> <li>✓ Organize/Arrange Meetings/Seminars</li> <li>✓ Correspondence (letters/via phone)</li> <li>✓ Consultations on organizational procedures, including registration of NGO/CBO (Jamaat)</li> <li>✓ Support in elaboration (development) of Internal Regulation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Credit for renovation</li> <li>✓ Technical Assistance</li> </ul>

### **Framework of Community Empowerment with the OVOP Movement within the Issyk-Kul Oblast State Administration Scheme**

#### **1) Provided the current conditions are to apply, which components can be covered by the OSA/PIU?**

1	Development of Self-Concept	Not to be covered
2	Acquisition of skills and Knowledge	Not to be covered
3	Organizational Development	Will be Covered
4	Development of Infrastructure	Not to be covered

PM and PIU members reconfirmed that they would not be able to put J-CEP prior to their official duties as long as they work under the current conditions and they would be able to support regarding the Component 3.

#### **2) What would make J-CEP sustainable?**

Establishment of a new department, Department of Community Empowerment with the OVOP Movement (temporarily named), was suggested by the PM and PIU members agreed. Establishing a new department by arranging the current OSA personnel will be easier and faster, therefore more realistic than a new institution hiring extra persons, A new department can be established once the Governor approves the proposal.

Establishment of a regional resource center, which had been taken into consideration since Ms. Mamedova suggested in last summer ~ fall, was denied as it would be almost impossible or take a very long time to bring a budget.

## The Department of Community Empowerment with the OVOP Movement

(Draft as 28 March 2009)

### Structure

Under the First Vice Governor

Staff Members

- Chief (Management)
- Specialist A (Economy)
- Specialist B (Tourism)
- Specialist C (Law)

### Functions/Activities

- To organize/hold regular orientation course and seminars for interested groups, individuals, and jamaats.
- To give/exchange information (credit, resources, seminars, etc.)
- To support/consult jamaats and groups in taking official procedures to obtain permissions/certificates.
- To instruct specialists on the Rayon level so that they can instruct/advise AO specialists to give appropriate services for the residents.
- To analyze potential products for Issyk-Kul Brand and present them to whom will be decided later (as for now, OSA committee that consists of nine officers from nine departments/agencies, or Vice Governors); in any case the Governor will sign the certificate.
- To Supervise/control quality of products authorized Issyk-Kul Brand by state agencies such as sanitary, state standard, etc.
- To lead Marketing/PR
  - KSRS
  - Antenna shop
  - Guest houses/hotels
  - Fair and Expo

Budget	Source
Salary of staff members	Republican Budget
The office premises	OSA (The 3 <sup>rd</sup> Floor)
Office equipment	J-CEP
Communication (telephone, internet)	Republican Budget for telephone and Internet.kg
Utility	OSA
Office supply (stationary etc)	10% would be covered by OSA 90% --- ? (JICA till August 2010)
PR materials	? (JICA till August 2010)
Transportation	? (JICA till August 2010)

**Action Plan to propose the Dept. of Community Empowerment with OVOP Movement**

It was confirmed that PIU and JICA Expert Team would team up to try for its opening of the department in this summer (May will be mentioned in the proposal). A tentative plan to bring the proposal to the Governor was made as follows:

30	31	1	2	3	4	5	6	7	8	9	10
M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F
<i>Governor business trip to Bulgaria</i>											
14:00 PIU meeting to finalizes the proposal of Dept. of CE with OVOP Movement		PD will meet the Governor to brief on the proposal								<b>JSC</b>	
Meeting with PD to present the proposal with PIU										<b>Seminar</b>	
<ul style="list-style-type: none"> <li>- Prepare jamaat representative (JL) attendance at JSC or meeting of the governor</li> <li>- Prepare a presentation of products to convince the governor (to show the results)</li> <li>- Summary of progress report</li> </ul>											





## **Appendix 8**

### **List of Equipment Provided by the Project**



### List of Equipment Provided by the Project

No.	Item	Qty	Unit	Specification
1	Desktop Computer	2	Unit	CRT 17D
2	Printer	2	Unit	Canon LBP-2900 HP Color LaserJet 1500L
3	UPS	1	Unit	APC Back BK5001
4	Fax machine	1	Unit	Panasonic KX-FT931
5	Copy machine	1	Unit	Canon 1620
6	Mobile telephone	4	Unit	Nokia
7	Heater	2	Unit	
8	Meeting table	3	Unit	Round (1), Rectangle (2)
9	Bookshelf	3	Unit	Copy machine shelf (1) Wooden bookshelf (2)
10	Projector	1	Unit	Acer XD1270D
11	Herb drying machine	3	Unit	Already given to Shaty, Sary-Dobo and Maman villages
12	Herb seeds (including import commission, transportation, quarantine)	1	Set	
13	Thermometer	3	Unit	
14	pH measure	1	Unit	
15	Construction of Herb distiller	1	Unit	Already given to Maman village
16	Equipment and tools for soap making	1	Set	