

**MINUTES OF MEETING BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF
THE GOVERNMENT OF KYRGYZ REPUBLIC
ON
JAPANESE TECHNICAL COOPERATION PROJECT
FOR
"THE KYRGYZ REPUBLIC- JAPAN CENTER FOR HUMAN DEVELOPMENT"**

The Japanese Terminal Evaluation Team (hereinafter referred to as "the Team"), organized by the Japan International Cooperation Agency and the Japan Foundation, headed by Mr. Shinji UMEMOTO, visited the Kyrgyz Republic from 25th of September to 2nd of October, 2007.

During its stay in the Kyrgyz Republic, the Team had a series of discussions with the Kyrgyz authorities concerned and conducted the terminal evaluation of the achievement and identifying issues of the Japanese Technical Cooperation Project "the Kyrgyz Republic-Japan Center for Human Development" (hereinafter referred to as "the Project").

Through a series of discussions, the Team and the Kyrgyz authorities concerned exchanged views on the evaluation and future directions of cooperation in the Project, and both sides agreed upon the matters referred to in the document attached hereto.

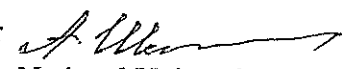
Bishkek, on 2nd October 2007



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Mr. Melis MAMBETJANOV
Permanent Secretary
Ministry of Finance
Kyrgyz Republic

Mr. Omurkanov YRYSBEK
Rector 
Kyrgyz National University named after
J. Balasagyn

Attached document

THE TERMINAL EVALUATION REPORT
ON
THE KYRGYZ-JAPAN CENTER FOR HUMAN DEVELOPMENT PROJECT

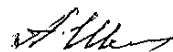


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1. Evaluation of the Project

1-1. Purpose of the Terminal Evaluation

Almost four and a half years have passed since the Japanese Technical Cooperation for “the Kyrgyz Republic-Japan Center for Human Development Project” (hereinafter referred to as “the Project”) was launched in April 2003. The Project is scheduled to terminate in March 2008. As was stated in the Record of Discussions agreed upon between the Kyrgyz side and JICA in March 18, 2003, JICA decided to send the Terminal Evaluation Team (hereinafter referred to as “the Team”) to the Kyrgyz Republic. The purposes of the Terminal Evaluation are to make an assessment on performance, achievement and implementation process of the Project by collecting data and information on the verifiable indicators defined in the Project Design Matrix (hereinafter referred to as “PDM”) as well as other relevant data and information, and to draw recommendations for further improvements of the Project implementation for the remaining period in order to increase sustainability after the termination of the Project.

1-2. Method of Evaluation

Evaluation work was jointly conducted by the Kyrgyz and the Japanese sides. Firstly, the Team evaluated the Project based on the PDM agreed upon by both sides as a basis of evaluation, and these assessments were discussed and shared with the Kyrgyz side.

Performance of the Project was studied based on the verifiable indicators identified in the PDM and other relevant information collected before and during the visit of the Team.

Evaluation was conducted based on the five (5) criteria, namely relevance, effectiveness, efficiency, impact and sustainability, the contents of which are stated below.

1-2-1. Criteria of Evaluation

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

1) Relevance

Relevance refers to validity of the purpose and the overall goal of the project in connection with the development policy of the Government as well as the needs of beneficiaries.

2) Effectiveness

Effectiveness refers to the extent to which the expected benefits of the project have been

achieved as planned, and examines if the benefit was brought about as a result of the project.

3) Efficiency

Efficiency refers to the productivity of the implementation process, examining if the input of the project was efficiently converted into the output.

4) Impact

Impact refers to direct and indirect, positive and negative impact caused by implementing the project, including the extent to which the overall goal has been/is expected to be attained.

5) Sustainability

Sustainability refers to the extent to which the country can further develop the project, and the benefits generated by the project can be sustained under the country's policies, technology, systems and financial state.

1-2-2. Sources of Information

The following sources of information were used in this evaluation study:

1) Documents agreed by both sides prior to and/or during the course of the Project implementation including:

- Record of Discussions (R/D)
- Minutes of Meeting (M/M)
- Project Design Matrix (PDM)
- Others

2) Records of inputs from both sides and activities of the Project;

3) Data and statistics which indicate the degree of achievement of the outputs, which are the results of the Project, and the project purpose; and

4) Interviews with and questionnaires to the Project's counterpart personnel (hereinafter referred to as "C/P"), lectures and project staff, the Japanese experts, course attendees/graduates and personnel in related organizations.

1-3. Members of the Japanese Evaluation Team

Mr. Shinji Umemoto	Leader
	Team Director, Japan Center Program Team
	Group 1 (Governance and Japan Center Program)
	Social Development Department, JICA

Mr. Toru Sakaida	Evaluation Analysis for Japanese Language Course Expert, Japanese-Language Institute, Kansai The Japan Foundation
Ms. Yuri Takeda	Evaluation Planning for Japanese Language Course Dispatch and Support Division Japanese-Language Department, The Japan Foundation
Mr. Hiroaki Adachi	Cooperation Planning Group 1 (Governance and Japan Center Program) Social Development Department, JICA
Mr. Nobuhisa Iwase	Evaluation Analysis Partner, IMG Inc.

1-4. Major Participants of the Terminal Evaluation from the Kyrgyz side

(1) Kyrgyz National University

Mr. Omurkanov Yrysbek	Rector
Mr. Shekekov Asker	Co-Director of KRJC Director, Center of Human Resource Development

(2) Ministry of Finance

Mr. Melis Mambetjanov	Permanent Secretary
Mr. Baigonchokov Mirlan	Head of External Financial Aid Department

(3) Ministry of Science and Education

Ms. Imanalieva Elmira	Deputy Minister on school issues
Ms. Adresheva Sonun	Head of International Cooperation Division

(4) Office of the President

Mr. Azamat Dikambaev	Head of Economic and Social policy Department
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2. Outline of the Project

2-1. Background of the Project

Since gaining its independence in 1991, the Kyrgyz Republic has been adopting various economic reform programs to promote market-oriented economy. However, scarce natural resources and an unfavorable topography have been preventing the country's sustainable economic growth, especially in manufacturing export commodities and the promotion of foreign direct investment. In this situation, the necessity of human development in the field of business and management is conspicuous. During this period, the concept of a "Japan

Center for Human Development” (commonly referred to as the “Japan Center”) was introduced to Asian countries as part of Japan’s Official Development Assistance (ODA). The objective of the Japan Center was to render support to the Asian countries that were facing transition from a socialistic planned economy to a market-oriented economy. Based on the request from the Kyrgyz government, JICA and Kyrgyz National University agreed on the Record of Discussions (R/D) to implement the “Kyrgyz Republic-Japan Center for Human Development (hereinafter referred to as “KRJC”) Project in March 2003. The mission of KRJC is to train specialists in facilitating business developments in the country and to enhance mutual understanding and strengthen friendly relations between the Kyrgyz Republic and Japan. This includes sharing information and experience, introducing the culture and language of Japan to the people in the Kyrgyz Republic. KRJC is open to a wide range of visitors including students, graduates, teachers, entrepreneurs and all those who wish to learn more about Japan and take part in the cultural exchange between the two countries, while the organization provides such three major different programs as Business Courses, Japanese Language Courses and Exchange Activities for Promoting Mutual Understanding between the Two Countries.

2-2. Project Design Matrix (PDM)

The PDM is attached as Annex 1. The PDM has 3 major items called overall goal, project purpose, and outputs of the Project.

1) Overall Goal: The goal ultimately achieved by the contribution of the project purpose

The Overall Goal of the Project

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

2) Project Purpose: The purpose achieved by the direct contribution of the project outputs by the end of the project period

The Project Purpose

- a. The Japan Center will play a key role in human development of Kyrgyz toward a market economy.
- b. The Japan Center will promote a mutual understanding between the people of the two countries through information services and other programs.

3) Outputs: The outputs brought about by the results of the project activities

The Outputs of the Project

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

4) Activities: The activities are being implemented by the long-term and short-term experts in cooperation with the C/Ps in the Project

The Activities of the Project

- Activity 1-1: To establish and operate the Steering Committee.
- Activity 1-2: To secure necessary personnel and establish organization of the Japan Center.
- Activity 1-3: To make the Plans of Operations of the Japan Center for entire co-operation period and each individual year.
- Activity 1-4: To govern Japan Center by making effective conditions for facility utilization, equipment maintenance and personnel.
- Activity 1-5: To conduct publicity activities concerning the Japan Center.
- Activity 1-6: To develop local human resources who will manage, administer and operate the Japan Center so as the Japan Center will be managed sustainable.
- Activity 2-1: To conduct needs surveys on business courses.
- Activity 2-2: To make basic design of business courses based on the result of the needs surveys.
- Activity 2-3: To make annual implementation plans for business courses.
- Activity 2-4: To advertise for applicants and select participants.
- Activity 2-5: To implement the courses.
- Activity 2-6: To evaluate the outcome of the courses and feedback lessons to future courses.
- Activity 2-7: To develop local human resources who will manage, administer and

operate the business courses.

- Activity 3-1: To conduct needs surveys on Japanese language courses.
 - Activity 3-2: To make basic design of Japanese language courses based on the result of the needs survey.
 - Activity 3-3: To make annual implementation plans for Japanese language courses.
 - Activity 3-4: To advertise for applicants and select participants.
 - Activity 3-5: To implement the courses.
 - Activity 3-6: To evaluate the outcome of the courses and feedback lessons to future courses.
 - Activity 3-7: To develop local human resources who will manage, administer and operate the Japanese language courses.
 - Activity 3-8: To train local lecturers for Japanese language courses.
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- Activity 4-1: To produce effective public relation plans on Japan.
 - Activity 4-2: To provide services such as publication and visual materials on Japan.
 - Activity 4-3: To invite and organize activities to enhance mutual understanding between Kyrgyz and Japanese people.

3. Achievement of the Project

3-1. Achievement of the Inputs

3-1-1. Inputs by the Japanese side

1) Dispatch of the Japanese experts

Both sides confirmed the record of dispatch of Japanese experts as shown in Annex 4.

2) Training of the Kyrgyz counterpart personnel, staff and project-related people

Both sides confirmed the record of training programs for the Kyrgyz project-related people as shown in Annex 5.

3) Provision of machinery and equipment

Both sides confirmed the record of provision of machinery, equipment, books and others by the Japanese side as shown in Annex 6, and machinery, equipment, books, DVD, CDs and other were properly used and maintained.

4) Local expenses

Both sides confirmed the record of local expenses provided by the Japanese side as shown in Annex 13 and those budgets were properly used.

3-1-2. Inputs by the Kyrgyz side

- 1) Allocation of C/P and staff of KRJC
Both sides confirmed the allocation of C/P and staff of KRJC as shown in Annex 3, although all the personnel expenses of KRJC was paid by the Japanese side.
- 2) Allocation of the budget and expenses used
Both sides confirmed that the Kyrgyz side provided such utility cost as expenses for electricity and water for the building and facilities of KRJC.
- 3) Buildings and facilities
Both sides confirmed that the Kyrgyz side prepared building, classrooms and office spaces for the Project on the whole second floor and a part of the third floor of Building No. 7 of KNU (approximately 850 m² in total) free of charge.

3-2. Achievement of the Outputs

- 3-2-1. Output 1: The Japan Center will be managed efficiently and effectively, and accessible for general public.
Indicator 1-1: Number and working capabilities of the Center staff.
Indicator 1-2: Balance between income and expenditure.

Achievement of Output 1 has been progressing and Output 1 is highly expected to achieve by the end of the Project.

- Around 30 Kyrgyz lecturers and staff work at KRJC including 10 full-time local staff. As shown on the organization chart in Annex 2, managers and staff are placed in such three sections as “Administration” that includes mutual understanding activities, “Business course” and “Japanese language course”. KRJC as organization as a whole is operated efficiently and effectively. All the KRJC staff is qualified and well-motivated, and many of them increased their ability through various types of trainings while receiving on-the job technical transfer from the Japanese experts. Having instruction from the Japanese experts, they can plan and administer most of the KRJC activities with some of their own initiatives. However, staff tends to quit KRJC mainly because of their high potential and opportunities of learning more abroad, while there were some voices to claim that there is a the gap between their capabilities and salary level.
- In February 2005 KRJC was registered as a non-profit organization (NPO) by the Ministry of Justice and KRJC earned the license as an educational institution from the Ministry of Science and Education in May 2005, which enabled KRJC to start collecting tuition and membership fees from September 2005. Ratio of revenue to total expenditure stays at the level of 6-16%, while revenue is not spent for any expenses yet but accumulated as internal cash resources, because the plan for expenditures is still in discussion between KNU and the Project at the time of the Terminal Evaluation.

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JFY*	KRJC Expenditure** (US\$)	KRJC Revenue*** (US\$)	Ratio
2003	360,358	0	0.0%
2004	305,138	0	0.0%
2005	191,178	12,742	6.7%
2006	232,260	35,728	15.4%
2007	57,467	3,911	6.8%
Total	1,146,401	52,381	-

(Note) *: JFY is Japanese Fiscal Year (from April to March). Figure for 2007 is that of until June.
 **: Expenditure was provided by the Japanese side, which includes salary for local staff and lecturers but excludes costs for equipment.
 ***: Currently, only tax is paid from the KRJC revenue. Total amount of tax paid was US\$ 5,331 until June 2007, and the amount of accumulated cash was US\$ 47,051 at the end of July 2007.

3-2-2. Output 2: Business courses will be continuously offered to provide practical knowledge and skills on the market economy. The implementation of the courses will gradually be localized.

Indicator 2-1: Number of the courses and participation

Indicator 2-2: Degree of satisfaction by the participants

Achievement of Output 2 has been progressing and Output 2 is expected to achieve by the end of the Project except the issue of efficient course administration by local staff. Details of implementation results of Business Courses are shown on Annex 8.

- Between 2003 and 2005 two medium-term (5-month) business courses for entrepreneurs and around 30 business seminars in different topics were organized by the initiatives and planning by a Japanese long-term expert for business course.
- From the latter half of fiscal 2005 business course planning and management became to be mainly implemented by the Japanese consultant team which provided several short-term experts in different areas contracted by JICA. Based on the Baseline Survey and Needs Survey conducted in December 2005, course structure was organized as follows;
 - (1) A-course (Practical Business Management Course: 3 months)
 - (2) B-course (Focused Industry Course: 3 weeks)
 - (3) C-course (Focused Topic Course: around 10 days)
 - (4) D-course (Seminar for wide ranges of audience: 1 day)
- In addition to those courses, 7 JICA-Net seminars in different topics were held with a total participation of 374 people. Total numbers of applicants and participants from the Project's launching until July 2007 reached to 3,209 and 2,171, respectively, including 292 applicants and 140 participants for A-courses. In the remaining period, the numbers of applicants and participants are expected to be around 960 and 750, respectively, which will make the total numbers for the whole project period around 4,110 and 2,920, respectively.
- According to the questionnaire survey by the Project, 89% of participants showed their satisfaction. Among 76 graduates from A-courses in the past, 8 people (11%) started new businesses, 15 (20%) improved existing business performance, 14 (18%) expanded their

businesses and 7 (9%) succeeded in their career advancement, according to the questionnaire surveys by the Project.

- Total number of local lecturers who participated in business course implementation reached to 19 in 44 occasions, of which 9 made lecturing and course implementation in the first half of 2007. Continual efforts to find potential lecturers and 4 steps of technical transfer from the Japanese experts contributed to increasing the share of course implementation time by local lecturers from 13.4% at the beginning to 51.3% in the first half of 2007.
- Technical transfer for management and administration of business course planning and implementation to local staff of KRJC was constantly enhanced. However, 3 staff who received technical transfer for business course administration already left KRJC. At the time of Terminal Evaluation there is one staff who have experience for 1 year and 8 months and 2 newly-recruited staff.

3-2-3. Output 3: Japanese language courses will be continuously offered to fulfill the needs of general public, professionals in business and public sector, and Japanese language teachers. The implementation of the courses will gradually be localized.

Indicator 3-1: Number of courses and participants

Indicator 3-2: Degree of satisfaction by the participants

Indicator 3-3: Achievement of Japanese language proficiency of the participants

Achievement of Output 3 has smoothly been progressing and Output 3 is expected to achieve by the end of the Project except the issue of insufficient number of qualified local teachers in Japanese language. Details of implementation results of Japanese Language Courses are shown on Annex 9.

- Four (4) different types of major courses below and additional activities had been implemented by June 2007.
 - (1) Regular courses (such 4 different courses as Beginner I, Beginner II, Intermediate I and Intermediate II: 1 year (330 hours) for each course)
 - (2) Advanced level course (4 months)
 - (3) Video course (To be familiarized with Japan while learning introductory Japanese)
 - (4) Courses on preparation for Japanese Language Proficiency Test and courses for translators/interpreters
- Total number of participants for those courses above reached to be around 860 until the end of July 2007, of which 524 successfully completed the course with certification. In addition to that there were more than 750 participants for Japanese language speech contest and other activities during the same period.
- In the results of the questionnaire survey conducted in June 2006, 96 % of regular course participants showed high level of satisfaction.
- When the Japanese Language Proficiency Test was held in December 2006 with

participations by around 200 Kyrgyz people, twenty (20) KRJC attendees for Japanese Language Courses took the Test, of which 13 passed it.

- As of September 2007, eight (8) local teachers and 3 Japanese teachers including one Expert conduct Japanese language course implementation. Efforts to find potential, qualified local teachers and to provide technical transfer and guidance from the Japanese expert to local teachers have been continued. However, it is a fact that there are still shortages of qualified, well-experienced local lecturers and experienced teachers at KRJC sometimes leave the organization because of their getting opportunities to continue their learning in Japan.
- Technical transfer for management and administration of Japanese course planning and implementation to local staff of KRJC has been carried out. One well experienced local teacher who was long in the position of the course manager and the current course manager have been major destinations of technical transfer. At the moment, course management by the Kyrgyz local staff with the assistance by the Japanese expert is smoothly implemented.

3-2-4. Output 4: Publication and visual materials related to Japan in such field as economy, society, and culture will be provided. In addition, the Japan Center will be fully utilized for activities for exchange programs between the two countries.


Indicator 4-1: Number of the participants for the events

Indicator 4-2: Accessed number of Homepage

Achievement of Output 4 has been successfully progressing and Output 4 is highly expected to achieve by the end of the Project. Details of implementation results of Exchange Activities for Promoting Mutual Understanding between the Two Countries are shown on Annex 10.

- In total 46 events of various types were organized in the past 4 years and the total number of participants reached to more than 11,000. These activities varies from such events as Japanese movie show to large-scale festival events such as Satsuki-Matsuri, Momiji-Matsuri, and other music festivals, all of which were participated by hundreds of Kyrgyz people. IT course for the hearing impaired was also implemented. JICA-Net has been utilized in several events in order to increase opportunities of direct communication between the people of the two countries.
- KRJC started offering IT courses for the hearing-impaired from April 2006. In total 8 courses had been implemented with assistances of sign language translators until the time of the Terminal Evaluation with total participants of 159 including 30 children. A couple of former students who acquired good skills now implement the courses as tutors. The program was highly regarded as a valuable approach for increasing the capacity and job opportunities for those socially vulnerable people.
- In addition to those events, such regular and continuous activities as Japanese drums (wadaiko), art of calligraphy (shodo), paper art (origami) and others have been organized

see



as a form of cultural circles with participations by more than 80 people in total.

- Visitors to KRJC can freely read books, see DVDs and listen to CDs at the library and other spaces at KRJC. Total number of visitors to KRJC reached to 5,128 in July 2007 according to the data at the reception desk, while the actual number of visitors per month is estimated to be at least 1,800 between May and July in 2007. Furthermore, membership system has been introduced since October 2005 that enables visitors to rent books, CDs and DVDs from the library with a cost of KGS 250 (= US\$6.25) per annum. Two hundred and sixty (260) people held a membership at the time of the Terminal Evaluation.
- KRJC Website was launched in April 2004 and the number of access between May and September in 2007 was around 3,200. However, there are voices that response time, system performance and stability of KRJC Website is not always good due to some technical reasons.
- Technical transfer for management and administration of Exchange Activities' planning and implementation to local staff of KRJC has been continued. One local chief manager and 3 local managers as well as other staff have become capable of planning and coordinating various events with some assistance of the Japanese expert.

3-3. Achievement of the Project Purpose

- Project Purpose:**
1. The Japan Center will play a key role in human development of Kyrgyz toward a market economy.
 2. The Japan Center will promote a mutual understanding between the people of the two countries through information services and other programs

- Indicator:**
- 1-1. Number of applicants for the courses
 - 1-2. Post evaluation by the course participants
 - 1-3. Reputation among the business society
 - 2-1. Reputation among the citizen
 - 2-2. Accessibility for the citizen to utilize the Center facility

The Project Purpose is highly possible to be achieved by the end of the Project. Regarding the first Project Purpose, as described in the Achievement of Outputs, large numbers of the Kyrgyz people applied and participated in both Business Courses and Japanese Language Courses. The total number of course participants reached to be around 3,000 in June 2007 and is expected to be more than 4,000 by the end of the Project. According to the questionnaire and interview surveys at the Terminal Evaluation, course participants show their very high satisfaction and most of the major business associations located in Bishkek highly regard KRJC's business course implementation and related activities.

As for the second Project Purpose, KRJC has successfully provided various programs in order to promote a mutual understanding between the two countries. According to the



questionnaire survey at the Terminal Evaluation, 65-70% of KRJC training participants and related organizations responded that the name of KRJC is well or almost known among the general public in the city of Bishkek, while more than 75% of Project members replied for the same. All respondents admitted that not many people in local regions do know about KRJC, according to the questionnaire and interview surveys. KRJC is located at downtown area in the central part of the city of Bishkek and can be easily accessed by the general public. As total numbers of KRJC visitors and members which are 5,128 and 260, respectively, show, many Kyrgyz people who are interested in Japanese culture and language frequently visit KRJC. Total number of participants to the Exchange Activities in the past, being more than 11,000, and the fact that around 1,500 people visited Satsuki Festival, "Kyrgyz-Japan Friendship Cultural Festival" in May 2007 demonstrates that KRJC has successfully increased its reputation as a center of mutual understanding activities between the two countries.

3-4. Achievement of the Overall Goal

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

- Indicator:**
- 1. Evaluation by International Organizations**
 - 2. Consciousness of Kyrgyz people**

Overall goal 1 is judged to be achievable over long term, although the degree of contribution of the Project in a long run is not clear at the time of the Terminal Evaluation. Some figures in "Transition Report 2006" by EBRD show that the country's transition to a market economy progresses with a rather slow pace. According to "Doing Business" indicators surveyed and disclosed by the World Bank/IFC, the rank of the Kyrgyz Republic improved from the 104th in 2005 to the 90th in 2006. Although many course graduates from KRJC's Business Courses admitted that they succeeded in increasing their business performances, starting new businesses and getting higher positions in their business career, it is not quantitatively clear to explain the degree of contribution of KRJC's activity to the country's smooth transition to a market economy.

Although it is too early to judge, overall goal 2 is expected to be achieved over long term, if various activities of KRJC will continue and further be strengthened in the future. Because there is no clear measurable indicators at the time of the Terminal Evaluation, it is difficult to judge the degree of achievement of overall goals attributed by the Project.

4. Implementation Process of the Project

The Project has almost smoothly been implemented. Dispatch of Japanese experts was

appropriate enough to make effective implementation and technical transfer of the Project. However, there was a certain period when neither long-term nor short-term expert for Business Course was dispatched. One C/P from KNU have been assigned as a Co-Director of KRJC, however; there was a period when the Kyrgyz C/P was not appointed in 2006, which decreased opportunities for dialogue between Co-Directors, efficient planning and management of the Project. Organization of KRJC with qualified, well-motivated staff recruited by KRJC has been established and daily operation and administration of KRJC is smoothly conducted. Frequent meetings with good level of communications among the Project members both from the Kyrgyz and the Japanese sides have contributed to increasing the efficiency. There have been many cooperation and collaboration with other universities, industrial associations, NGOs and other donor programs all in Business, Japanese Language and Mutual Understanding activities. Effective use of JICA-Net as a direct communication tool among the related people between the two countries was implemented and information sharing with other Japan Centers in Central Asia was conducted. Joint Coordinating Committee (JCC) were held three times for the past four and a half years with participations by the Ministry of Finance and the Ministry of Science and Education, which brought opportunities for sharing information and to making a proper monitoring process among related bodies.

5. Results of Evaluation by Five Criteria

5-1. Relevance

The Project is highly relevant to the policies of the Kyrgyz Government and the needs of target groups, and is consistent with the cooperation policy of the Japanese Government.

Attaining sustainable development through diversifying potential industries is a priority area for the Kyrgyz Government as explained in the new “*National Development Strategy for the period 2007-2010*”, which follows the policy direction described in the National Poverty Reduction Strategy Paper (NRSP) until 2005. It is important for the country to accelerate the transition to a market economy by means of privatization, small and medium sized enterprise development, human resource development and so forth, which suggests that the Project highly matches with the development needs of the Kyrgyz Republic.

Main target group are set as Small and Medium-sized Enterprise (SME) owners, top and medium-level managers of companies and entrepreneurs in Business Courses. Defining appropriate target group and design of course structure and contents were based on the needs assessment implemented several times before and during the Project implementation, which made it possible to comply with the actual needs of beneficiaries. The number of applicants always exceeds the capacity of each course and high satisfaction by the participants is shown in every questionnaire survey after the course implementation. In Japanese Language Courses applicants exceed the capacity of each class and most participants are highly satisfied

with the courses. These prove that the Project complies with the needs of beneficiaries.

Japanese ODA policy to the Kyrgyz Republic aims at accelerating the country's transition to a market-oriented economy and reducing the poverty. In JICA's policy towards technical assistance for the Kyrgyz Republic human resource development programs that contribute to accelerating the transition to a market economy are one of the priority areas in preparing basic foundations for sustainable economic development. This means that the overall goal of the Project is consistent with the Japanese ODA policy.

5-2. Effectiveness

The Project is evaluated as having high effectiveness.

Having achievements in the past four and a half years, the Project has a high potential to achieve its Project purpose. KRJC has succeeded in developing and implementing various types of Business Courses and Japanese Language Courses. Most of the graduates both from Business and Japanese Language course have shown high level of satisfaction to the courses as well as enthusiasm of practicing obtained knowledge and skills which they think are improved. Total number of those courses is expected to reach to more than 4,000 (a little less than 3,000 for Business and a little more than 1,000 for Japanese Language) by the end of the Project. More than 11,000 Kyrgyz people participated in various events of Exchange Activities for Promoting Mutual Understanding between the Two Countries. Facilities of KRJC are open to the public at a convenient location, and high reputation of KRJC has gradually been spread to the general public in the city of Bishkek.

Hampering factors for the effectiveness of the Project are a limited size of the existing facilities with a smaller number of classrooms than expected level and frequent leaves of efficient local staff of KRJC. In order to further increase the Project's effectiveness, such measures as expansion of floor space, an increase of the number of classrooms and a formulation of medium-term staff allocation/training plan are to be considered.

5-3. Efficiency

The Project is evaluated as having relatively high efficiency.

In total 7 long-term experts were dispatched from Japan for the past four and a half years. For Business Course management and implementation 18 short-term experts were dispatched in 40 occasions during the same period. Quality, specialty and timing of dispatched experts were adequate enough to contribute to achieving the Project outputs, although there was a period when neither long-term nor short-term expert for Business Courses was dispatched, which decreased both the effectiveness and efficiency of the Project. One C/P from KNU

have been assigned as a Co-director of KRJC, however; there was a period when the Kyrgyz C/P was not appointed in 2006, which made it difficult to make a smooth, effective and efficient operation of KRJC. Local staff of KRJC has properly been assigned and all of them are highly motivated, and teamwork and communication among the Japanese and Kyrgyz was sufficient enough. Weekly and monthly meetings of the Project team has regularly been held and attended by local staff and Japanese experts, while JCC was held three times. 11 local staff and lecturers, 10 Business Course graduates with excellent scores and 5 people from such Project-related organizations as the Chamber of Commerce and Industry and the Kyrgyz government received training in Japan, which could increase the Project's efficiency in terms of promoting both the country's transition to a market economy and mutual understanding between the two countries. Management and operation of KRJC should further be strengthened and organized with more participation by the Kyrgyz side in much more efficient manner, considering the importance of strong partnership with relevant organizations, private sector, potential clients, and alumni all over the Kyrgyz Republic

5-4. Impact

The Project is evaluated as achieving a relatively limited impact at the time of the Terminal Evaluation but having high potential to realize a larger impact.

Several surveys including the interviews at the Terminal Evaluation revealed that many graduates from Business Courses recognized that KRJC brought about improvement in their practical knowledge and skills in management, improvement of their business performances, starting new businesses and getting higher positions in their business career, which could lead to accelerating the country's smooth transition to a market economy over a long time. Although KRJC Business Courses has succeeded to train many SME owners and managers of most of the major companies in Bishkek, the number of participants and graduates are still limited for expecting a large scale of impact. Although many events were successfully organized with a lot of participation by the Kyrgyz people, there is no clear quantitative indicator to measure the degree that mutual understanding between the two countries has increased at the time of the Terminal Evaluation. However, it is highly expected that the Project will realize a large scale of impact in a long run, if various activities of KRJC will continue and further be strengthened in the future.

5-5. Sustainability

The Project is evaluated as having vulnerability in its sustainability in terms of both organizational and financial aspects, though the level of technical sustainability is medium.

1) Institutional and Organizational aspects

On the Charter of the Public Fund that was approved by the Ministry of Justice in February 2006 legal status, vision and positioning of KRJC are clearly stated, which authorizes KRJC to provide various training courses by charging tuition fee as a "Non-profit Organization (NPO)" for educational services. KRJC has increased its high reputation as providing practical business management training and various events as a central organization for mutual understanding promotion between the two countries in Bishkek, but not many people in local regions do know about KRJC. Although the Kyrgyz government recognizes that the Project is significant, concrete measures for supporting KRJC is not visible. KRJC has established a foundation for its daily operation and management, but it is a fact that there has been a lot of assistance and support by the Japanese experts. Moreover, local staff tends to leave KRJC because of their high potential and opportunities to study more abroad, and therefore, efficient organizational mechanism in order to assure the stability and continuity of the effective operation of KRJC is expected to establish. Stronger ownership and more commitment to the Project by the Kyrgyz side are also expected to increase the institutional and organizational sustainability of the Project.

2) Financial aspect

While the building and floor spaces for the Project is provided by the Kyrgyz side, all the operational expenses of KRJC is supplied by the Japanese side except water and electricity costs covered by KNU. In this respect, though the Project currently does not seem to have much problem for its daily operation from the financial point of view, the organization has a financial vulnerability in a long-term. In the meantime, KRJC has successfully started charging and collecting tuition fee of both Business and Japanese Language Courses since September 2005, but total self-income of KRJC stays at the level of 6-16% to the total amount of annual expenses. At the moment, self-income revenue has been accumulated as internal cash and a basic policy for expenditure planning is not established. In this respect, KRJC is requested to make a basic policy for efficient planning of revenues and expenses for KRJC in a more detailed manner in order to overcome KRJC's financial vulnerability.

3) Technical Aspect

From the technical point of view, sustainability is estimated medium. All the lecturers and local staff of KRJC are well-motivated. Most of the staff has a high potential for planning and administering KRJC activities in a efficient manner. Technical transfer both for lecturers and local staff have been appropriately implemented. However, there are not so many potential local lecturers both in Business and Japanese Language Courses and most Business Course lecturers do not have enough practical business experiences. As for management and administration issues, project team members have appropriately become to perform their roles

and responsibilities with a good understanding of the importance of the teamwork, though there are frequent leaves of local staff who have acquired satisfactory level of managerial and administrative capabilities. Efforts for strengthening managerial capabilities of KRJC staff, particularly in effective planning with their own initiatives, are further to be continued.

6. Conclusion

Four and a half years have passed since the commencement of the Project with cooperation by JICA. The Project has made satisfactory progresses and the project purpose is highly expected to achieve by the end of the Project. The Project is regarded as a very important and symbolic cooperation between the Kyrgyz Republic and Japan by many Kyrgyz people. However, it will take some more time to see the visible impact for the acceleration of the country's transition to a market economy and mutual understanding and friendship between the two countries. In order to generate its satisfactory impact in the future KRJC is required to put continuous efforts in planning and implementing effective and efficient programs in longer-term. Particularly, concrete measures for ensuring KRJC's organizational and financial sustainability are key issues to be considered. Although the Project established its solid foundation, more efforts by KRJC itself as well as relevant organizations concerned in the Kyrgyz Republic and JICA are needed to increase the sustainability of the Project. In this respect, it is considered that the termination of the Project by the end of March 2008 is not realistic and the phase 2 as an extension of the Project would be discussed by all the related people.

7. Recommendations

Taking the above analysis into consideration, the Terminal Evaluation Team recommends the followings for the remaining period of the Project in order for KRJC to carry out expected activities effectively with more ownership by the Kyrgyz side:

7-1. General Issues

- 1) In order to implement the Project smoothly and more effectively, relationship between KNU and KRJC should be strengthened considering the importance of mutual benefits.
- 2) In implementing the Project, flexible KRJC programs in accordance with changing needs of the Kyrgyz Republic should be organized.
- 3) In order to raise synergy effects, each activity (Business Course, Japanese Language Course and Exchange Activities for Mutual Understanding) should be organized interactively.

7-2. Activities

- 1) Management and Administration of KRJC

In order to strengthen the management and administration of KRJC,

- (a) KRJC formulates medium-term personnel allocation and staff training program.
- (b) KRJC formulates a medium-term financial management plan with clear policy on the expenditure of self-income in an effective manner.
- (c) KRJC continues to make further efforts to generate self-income for sustainable operation.
- (d) KNU and KRJC continue make further efforts to secure enough space for effective and smooth operation of KRJC's activities.

2) Business Courses

In order to increase the effectiveness and impact,

- (a) KRJC puts more emphasize on developing capacity of local business consultants in the Business Courses in particularly A-Course (Practical Business Management Course) and C2-Course (Business Improvement Course).
- (b) KRJC collaborates with other JICA projects to raise synergy effects, such as Rural Development Program.
- (c) KRJC implements activities for accelerating regional cooperation among the countries in Central Asia, mainly Kazakhstan as a potential market for the Kyrgyz Republic.
- (d) KRJC provides opportunities for the Business Course alumni to exchange view and experiences as follow-up activities.

3) Japanese Language Courses

In order to increase the effectiveness and impact,

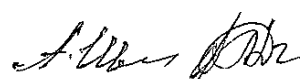
- (a) KRJC implements courses for the Japanese Language Teachers in the Kyrgyz Republic to further improve of their own Japanese Language teaching method.
- (b) KRJC supports the development of Japanese Language Education in KNU.
- (c) KRJC supports the development of Japanese Language Education in the local area of the Kyrgyz Republic within its capacity.

4) Exchange Activities for Promoting Mutual Understanding between the Two Countries

- (a) In order to strengthen appropriate monitoring process of the activity, KRJC sets measurable indicators for assessing the degree of mutual understanding between the two countries and conducts periodical assessment.
- (b) In order to further promote the activity, KRJC provides necessary information more effectively for those who want to study in Japan.

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Annex 1. Project Design Matrix (PDM)

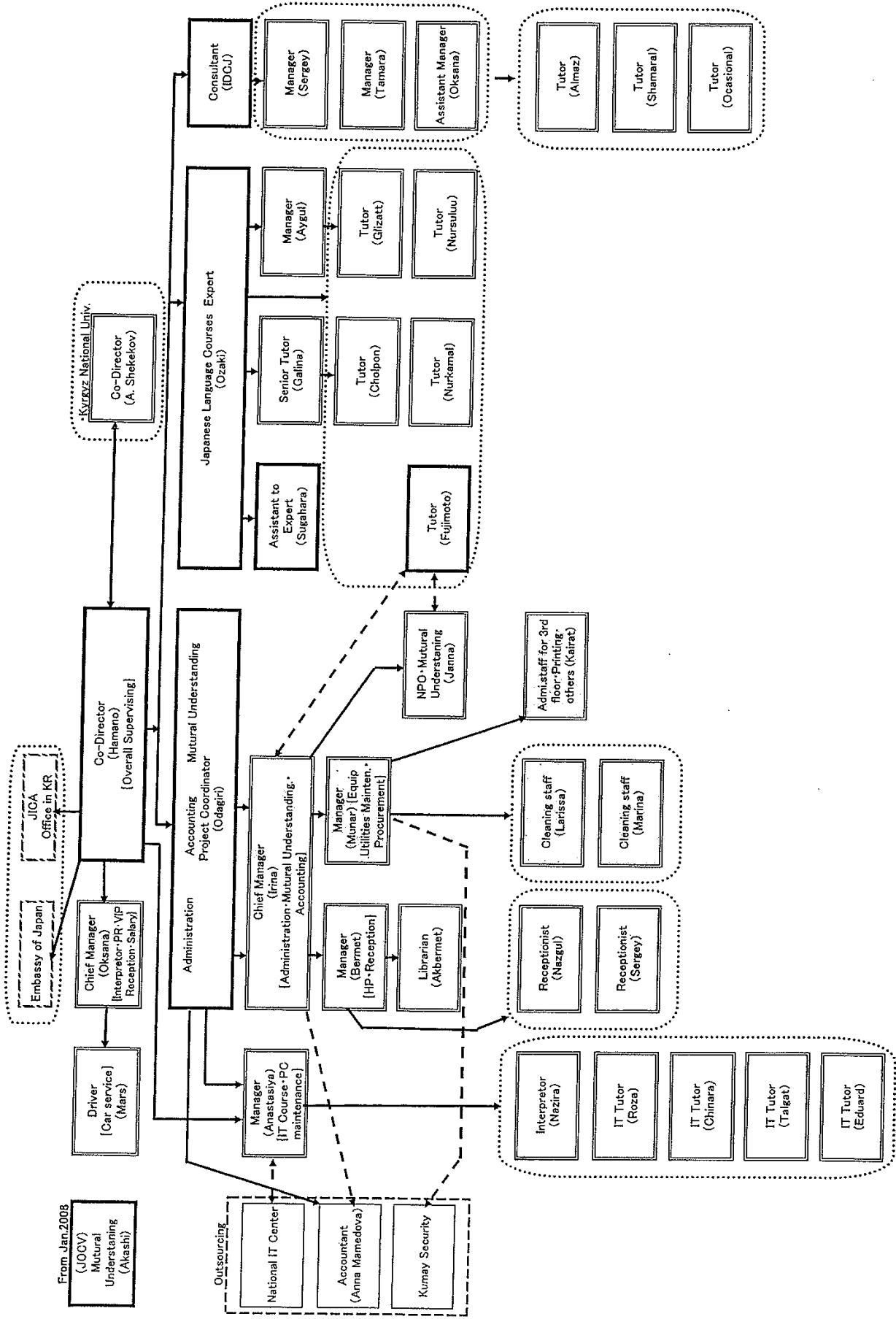
Duration : 2003. 4. 1 - 2008. 3. 31 (5 years)

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal: 1 The process of transition to a market economy in Kyrgyz will be enhanced. 2 Mutual Understanding and friendly relations between the two countries will be reinforced.	- Evaluation by International Organizations - Consciousness of Kyrgyz people	-reports of international organizations -follow-up survey	Political condition is stable.
Project Purpose: 1 The Japan Centre will play a key role in human development of Kyrgyz toward a market economy. 2 The Japan Centre will promote mutual understanding between the peoples of the two countries through information services and other programs.	- Number of applicants for the courses - Post evaluation by the course participants - Reputation among the business society - Reputation among the citizen - Accessibility for the citizen to utilize the Centre facility	-follow-up survey -Survey of public opinions -follow-up survey	Kyrgyz interests and effort to adapt the market economy will not be reduced.
Output: 1 The Japan Centre will be managed efficiently and effectively, and accessible for general public. 2 Business courses will be continuously offered to provide practical knowledge and skills on the market economy. The implementation of the courses will gradually be localized. 3 Japanese language courses will be continuously offered to fulfill the needs of general public, professionals in business and public sector, and Japanese Language teachers. The implementation of the courses will gradually be localized. 4 Publication and visual materials related to Japan in such field as economy, society, and culture will be provided. In addition, The Japan Centre will be fully utilized for activities for exchange programs between the two countries.	- Number and working capabilities of the Centre staff - Balance between income and expenditure - Number of the courses and participants - Degree of satisfaction by the participants - Number of the courses and participants - Degree of satisfaction by the participants - Achievement of Japanese language proficiency of the participants - Number of the participants for the events - Accessed numbers for Homepage	- organization chart - annual report - balance sheet - course curriculum - annual report - questionnaire of participants - course curriculum - annual report - questionnaire of participants -annual report -surveys and statistics	Consciousness of Kyrgyz government and relative organizations on frame-work of Japan Centre will be secured
Activities: 1 Operating system of Japan Centre will be developed 1-1 To establish and operate the Steering Committee. 1-2 To secure necessary personnel and establish organization of the Japan Centre. 1-3 To make the Plans of Operations of the Japan Centre for entire co-operation period and each individual year. 1-4 To govern Japan Centre by making effective conditions for facility utilization, equipment maintenance and personnel. 1-5 To conduct publicity activities concerning the Japan Centre. 1-6 To develop local human resources who will manage, administer and operate the Japan Centre so as the Japan Centre will be managed sustainable. 2 A lot of people complete the business courses 2-1 To conduct needs surveys on business courses. 2-2 To make basic design of business courses based on the result of the needs surveys. 2-3 To make annual implementation plans for business courses. 2-4 To advertise for applicants and select participants. 2-5 To implement the courses. 2-6 To evaluate the outcome of the courses and feedback lessons to future courses. 2-7 To develop local human resources who will manage, administer and operate the business courses. 2-8 To train local lecturer for business courses. 3 A lot of people complete the Japanese language courses 3-1 To conduct needs surveys on Japanese language courses. 3-2 To make basic design of Japanese language courses based on the result of the needs surveys. 3-3 To make annual implementation plans for Japanese language courses. 3-4 To advertise for applicants and select participants. 3-5 To implement the courses. 3-6 To evaluate the outcome of the courses and feedback lessons to future courses. 3-7 To develop local human resources who will manage, administer and operate the Japanese language courses. 3-8 To train local lecturer for Japanese language courses. 4 Increase the number of the general public of Kyrgyz who access information and several programs on Japanese economy and culture provided by Japan centre. 4-1 To produce effective public relation plans on Japan. 4-2 To provide services such as publication and visual materials on Japan. 4-3 To invite and organize activities to enhance mutual understanding between Kyrgyz and Japanese people.	Input : (Japanese side) - Experts 1) Long-term Experts 2) Short-term Experts 3) Course lecturers - Training in Japan Some of Kyrgyz counterpart personnel will be trained in Japan according to the annual work plan of the Project within the allocated budget of JFY. - Equipment computers, AV, copy machines, printing machines, fax and etc. - Others books, magazines, costs for internet services, expense for the courses and etc.	Input : (Kyrgyz side) - Site for Japan Centre - Staff of the Centre - General administrative expenses for the Centre	- Kyrgyz staff will work at Japan Centre continuously - The status of Japan Centre in Kyrgyz will not be changed Preconditions - policy for market economy in Kyrgyz will not change - site for Japan Centre will be secured

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Annex 2. Organization Chart of the Project



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Annex 3. Allocation of C/Js and Staff of KRJC

Position	Contents	Name	Date of employment	Date of retirement	2007												Remarks/ Future plans			
					1	2	3	4	5	6	7	8	9	10	11	12				
Co-Director		Isamidinov Iskender Chomunurovich	No records on the date of employment	2006.3.28																
Co-Director		Ormonbekova Airdak Ormonbekovna	2006.3.28																	
Co-Director		Shekikov Asker Shekikovich	2007.4.13																	
Chief Manager	Administration affairs	Alymbek	2004.04.01																	
Chief Manager	Chief manager assistant	Asel	2004.04.01																	
Chief Manager	Translation, PR, VIP	Oksana	2004.07.15																	
Chief Manager	Adm. affairs, Mutual understanding, Accountant	Irina	2004.09.01																	
Manager	IT courses, PC maintenance	Askar	No records on the date of employment	2005.08																
Manager	IT courses, PC maintenance	Anastasia	2004.09.06																	
Manager	Home page, Reception	Bermet	2004.04.12																	
Manager	Facilities and equipment maintenance, Purchasing	Munar	2004.10.17																	
Manager	RFC accounting	Larisa Yakubova	2007.04.02																	
Manager	Administrative management, Mutual understanding	Janna	2006.05.12																	
Part-time	Library	Mahabat	No records on the date of employment	No records on the date of retirement																
Part-time	Library	Akbermet	2005.08.04																	
Part-time	Reception (day-time)	Cholponoy	2004.05.14																	
Part-time	Reception (day-time)	Nazgul	2007.06.26																	
Part-time	Reception (18:00-21:00)	Sergey	2004.10.11																	
Part-time	3rd floor management, printing, general affairs	Kairat	2007.04.01																	
Part-time	Cleaning	Larisa	2004.04.01																	
Part-time	Cleaning	Marina	2004.03.30																	
Chief Manager		Onurkan	2005.04.23																	
Chief Manager		Nurjan	2004.12.21																	
Manager		Shahiyor	2007.06.30																	
Manager		Tamara	No records on the date of employment	2004.11																
Manager		Kirill	2006.07.10																	
Manager		Sergey	2007.07.13																	
Manager		Oksana	2007.08.27																	
Chief Manager (Teacher)		Galina	2004.04.01																	
Administrative manager		Aigul	2004.08.16																	
Local teacher		Takahashi Chikako	2003.04.21																	
Local teacher		Saitamat	2003.09.10																	
Local teacher		Jakshyik	2003.09.10																	
Local teacher		JanaKul	2003.09.10																	
Local teacher		Jany	2004.09.09																	
Local teacher		Fujimoto Hisako	2005.08.23																	
Local teacher		Gulzat	2005.08.30																	
Local teacher		Cholpon	2006.08.04																	
Local teacher		Nurkamal	2006.08.30																	
Local teacher		Nursuluu	2006.08.30																	

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Annex 4-1. List of Japanese Experts Dispatched (1)

(as of Sep, 2007)

Long-term Experts

	Name	Assignment	Period
1	Takao ENDO	Co-Director	Jun. 11, 2003 – Feb. 24, 2006
2	Toshiro SATO	Coordinator/Mutual Understanding	Jul. 30, 2003 – Feb. 15, 2007
3	Shizuo KATO	Business Course Management	Mar. 24, 2004 – Mar. 25, 2005
4	Chikara KUROTAKI	Japanese Language	Jul. 9, 2004 – Dec. 8, 2006
5	Michihiro HAMANO	Co-Director	Feb. 17, 2006 – Mar. 31, 2007
6	Hisao ODAGIRI	Coordinator/Mutual Understanding	Jan. 31, 2007 – Mar. 31, 2008
7	Hiroko OZAKI	Japanese Language	Feb. 7, 2007 – Mar. 31, 2008

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Annex 4-2. List of Japanese Experts Dispatched (2)

(as of Sep, 2007)

Short-term Experts

Before year 2005

Business Course (included IT and human resources development)			
	Name	Assignment	Period
1	Keinosuke ONO	Japanese Management	Apr. 27, 2004 – May 7, 2004
2	Shinichi OKUBO	Business Course Design	Apr. 16, 2004 – May 15, 2004
3	Hisami MITARAI	Marketing/Market Research	Nov. 26, 2004 – Dec 15, 2004
4	Yasuyuki KURODA	Accounting	Dec. 8, 2004 – Dec 29, 2004
5	Hiro OKUDA	Organization and Human Resources Management	Jan. 12, 2005 – Jan. 26, 2005
6	Masato SUUCHI	Production Management	Jan. 19, 2005 – Feb. 2, 2005
7	Hitoshi SAKAI	Financial Management	Jan.26, 2005 – Feb. 9, 2005
8	Masaaki SHIRAISHI	Business Planning	Feb.2, 2005 – Mar. 9, 2005
9	Yasuyuki KURODA	Business Course Planning	Nov. 16, 2005 – Jan. 27, 2006
10	Kazunori HORIGUCHI	Business Course Management (1)	Nov. 30, 2005 – Feb. 10, 2006
11	Yoko KOMATSUBARA	Business Course Management (2)	Nov. 16, 2005 – Dec. 30, 2005 Feb. 22, 2006 – Mar. 31, 2006
12	Makoto TAKEI	Japanese Management/ Management Philosophy	Dec. 9, 2005 – Dec. 20, 2005
13	Shoichi FUJISAWA	Project Management	Jan.4, 2006 – Jan. 20, 2006
14	Hiroshi BABA	Corporate Management and ISO9001/14001	Mar. 15, 2006 – Mar. 24, 2006

Year 2006

Business Course (included IT and human resources development)			
	Name	Assignment	Period
1	Kazunori HORIGUCHI	Business Course Management (1)	May. 10, 2006 – Oct. 6, 2006 Jan. 17, 2007 – Mar. 123, 2007
2	Masaaki SHIRAISHI	Business Planning	May. 31, 2006 – Jun. 23, 2006 Jan 24, 2007 – Feb 16, 2007
3	Kazutami KOMADA	Japanese Management and Management Philosophy	Jun. 14, 2006 – Jun. 30, 2006 Feb. 7, 2007 – Feb. 23, 2007
4	Toshio YAMAMOTO	Marketing/Marketing Research	Jun. 21, 2006 – Jul. 14, 2006 Feb. 14, 2007 – Mar. 16, 2007
5	Masato SUUCHI	Production quality control (Management)	Jul. 7, 2006 – Jul. 21, 2006 Feb. 28, 2007 – Mar. 16, 2007
6	Hiro OKUDA	Human resource management and personnel training management	Jul. 12, 2006 – Aug. 4, 2006

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7	Yasuyuki KURODA	Business Course Planning /Accounting	Jul. 26, 2006 – Sep. 1, 2006
8	Makoto TAKEI	Strategic management	Sep. 27, 2006 – Oct. 20, 2006
9	Yoko KOMATSUBARA	Business Course Management (2)	Sep. 27, 2006 – Dec. 29, 2006 Jan. 10, 2007 – Jan.19, 2007
10	Hiroshi BABA	Corporate Management and ISO9001	Oct. 18, 2006 – Nov. 24, 2006
11	Takuya Oshima	Project Management	Nov. 8, 2006 – Nov. 24, 2006
12	Tetsuo Isono	Sightseeing promotion	Nov. 17, 2006 – Dec. 24, 2006

Year 2007

Business Course (included IT and human resources development)			
	Name	Assignment	Period
1	Kazunori Horiguchi	Business Course Management (1)/New product development-1(Strategic development/Plan)	May. 9, 2007 – Aug. 3, 2007 Aug. 22, 2007 – Feb. 29, 2008
2	Kazutami KOMADA	Human resource management and personnel training management /personnel training management for SME	May. 9, 2007 – Jun. 8, 2007
3	Yoko KOMATSUBARA	Business Course Management (2)	Jun. 6, 2007 – Jul. 6, 2007
4	Fumio Shimizu	New product development-2 (Design/Prototype)	Jun. 20, 2007 – Jul. 6, 2007 Aug. 29, 2007 – Sep. 21, 2007
5	Yasuyuki KURODA	Business Course Planning	Jun. 27, 2007 – Jul. 13, 2007

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Annex 5. List of Trainings of C/Ps, Staff and Project-related People

1. Business courses

(1/2)

Year of dispatch	Name of trainee/Company name	Training period	Goal of the training	Activity upon the trainee's return
2005	Ms. Solpieva Onurkan Chief manager of the Business courses Department, KRJC	2005/01/20 ~2/8	Management of the Business courses	retired in April 2005
2006	Mr. Djumabaev Nurjan Responsible person for business courses, KRJC	2006/1/19~2/7	Management of the Business courses	as a chief manager of the department was responsible for planning, management and summary retired in June 2007 because of the abroad study upon her return the improvement of the responsibility in practical business affairs is noticeable
2007	Ms. Taashbaeva Tamara Manager of the Business courses Department, KRJC	2006/11/19~12/9	Management of the Business courses	

2) Training for the best students

Year of dispatch	Name of trainee/Company name	Training period	Goal of the training	Activity upon the trainee's return
2005	Ms. Fedko Oksana Head of Sales Department, Vega Vet Ltd. Ms. Valieva Elmira Director, "Book Center", Trading Firm Mr. Galunov Victor Director, Tont-Private Firm Mr. Tian Aleksandr Director, Compass CAEG Travel Company Mr. Alisherov Nurbek General Director, Information Center "Toktom" Ltd. Ms. Djorupbekova Kanzaada Deputy Director, Medical Laboratory "Express Plus" Mr. Karlanbaev Kubat General Director, Information Center "Toktom" Ltd. Ms. Pak Ludmila Manager, Tawau Ltd. Mr. Gasanov Sardar Owner, OKB "Aalam" Ms. Pashinina Tatiana Engineer for Greening, Scientific Station Under the Russian Academy of Sciences	2005/7/24~8/13	to visit business sites in Japan and to take the lectures as well as acquire the business technique in a short term period	expansion of the business is remarkable Opened a new business of internet book shop, developed the original business, cooperates with the KRJC Opening new business expansion of the business is remarkable Opened new business and it is introduced as a success sample during the KRJC seminars energetically working in the same position business achievements are smoothly raising energetically working in the same position still in the same business but he is opening a new business is growing up as a very valuable human resource for her company
2006		2007/2/12~3/8	basin on their business plans elaborated during the KRJC business courses to receive necessary knowledge and hints in business management and upon arrival to realize his/her business plan	

2. Japanese language courses

(2/2)

1) Staff-lecturers trainings (Japan Foundation trainings)

Year of dispatch	Name of trainee/Company name	Training period	Goal of the training	Activity upon the trainee's return
2004	Ms. Galina Vorobyova Chief Manager of the Japanese language courses, KRJC	2004/6/2~7/30	Drawing up the Karji text book (Japan Foundation Training for high level teachers of the Japanese language)	Chief manager and teacher of the Japanese language courses Drew up the text book(Karji fairy tales), which is used as a teaching material of the KRJC
2005	Ms. Galina Vorobyova Chief Manager of the Japanese language courses, KRJC	2005/5/6~7/31	Drawing up the Karji text book (Japan Foundation Fellowship program on the Japanese language education)	Chief manager and teacher of the Japanese language courses The Karji Fairy Tales 2,ji is in the process

3. Mutual understanding and administrative management

1) Staff trainings

Year of dispatch	Name of trainee/Company name	Training period	Goal of the training	Activity upon the trainee's return
2005	Ms. Tsoy Irina Head of the cross culture department, KRJC Ms. Sagdeeva Oksana Director's secretary, KRJC Mr. Sultanaliyev Altynbek Chief manager of the administration, KRJC	2005/1/19~2/11 2005/2/16~3/11	promotion of the cultural events KRJC management	Responsible for cultural events, accountancy, as well as involved in planning and management KRJC management, responsible for relations with CP and JICA
2006	Ms. Asambaeva Bernet Responsible person for Public Zone and reception, KRJC	2006/2/6~2/24	KRJC management	Administration management. Retired in March 2007
2007	Ms. Toktoraliyeva Aigul Manager of the Japanese language Department, KRJC Ms. Trublenkova Anastasia Responsible person for IT courses, KRJC	2007/1/16~2/3	KRJC management	Responsible for reception, receipt of visitors and assistance in conduction of cultural events Actively working as a manager of the Japanese language courses IT courses for disabled persons are entrusted to her

4. Others

1) C/P trainings (Kyrgyz National University, partner-governmental organizations)

Year of dispatch no records	Name of trainee/Company name	Training period	Goal of the training	Activity upon the trainee's return

2) Trainings on strengthening of business organizations

Year of dispatch	Name of trainee/Company name	Training period	Goal of the training	Activity upon the trainee's return
2007	Mr. Perfiliev Boris Vasilievich President of the Kyrgyz Chamber of Commerce and Trade Mr. Satybaldiev Ilyas Tursunbaevich Kyrgyz Chamber of Commerce and Trade, chief specialist of the International economic relations Department Mr. Egenberdiyev Jumadi Joint-stock company SHORO, director Mr. Tursunov Zhinnaz Academy of Management under the President of the Kyrgyz Republic, Vice-rector on marketing-international Mr. Murzabekov Erkebay Expert of the strategic development and analysis Department, KR President Administration	2007/1/29~2/22	To understand the system of relationship between government and Japanese economic organizations in order to make the activity of the business associations more active; to elaborate a common Plan of action of the business associations and the government in order to make the private enterprises more active in the conditions of market economy	As a president of the Chamber of Commerce and Trade he is regulating relations between economic organizations and governmental structures Spreading results of the training in Japan among members of the Chamber of Commerce and Trade He has a significant authority in the business society of the KR and he is implementing results of his training in his company He contributes in the promotion of the business courses' assessment as an excellent lecturer He actively regulates relations between the administration of the President of the KR and the private economic organizations

Annex 6-1. Machinery and Equipment Provided by the Japanese Side (1)

List of Provisional Equipment which have been accompanied with Experts (Purchased in Japan)

Year 2003

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1	2003/10/16	Books(Minnano Nihongo Basic)	3A Net-work	¥ 500,184	1	¥ 500,184	Dairy use on the Japanese Language Class	Lecture Room
2	2004/4/12	Japanese Drum	Uwa drum	¥ 189,844	10	¥ 1,898,440	Dairy use on Mutual Understanding activities	Store Room
3	2004/4/23	Books for Business Course		¥ 307,319	1	¥ 307,319	Dairy use on the Business course	Lecture Room
4	2004/5/13	Tea Ceremony sets	Seisyoun-en	¥ 2,937,838	1	¥ 2,937,838	Dairy use on Mutual Understanding activities	Store Room
5	2004/5/17	Books (Makurano soushi)	Sun Education	¥ 931,563	1	¥ 931,563	Library	Library
6	2004/5/17	Books, CDs, Video Tapes	Koudan-sya	¥ 1,310,069	1	¥ 1,310,069	Library	Library
7	2004/5/17	Books, CDS, Video Tapes	Ozu Yasujiro (Studio Buri)	¥ 1,023,399	1	¥ 1,023,399	Library	Library

Year 2004

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1	2004/8/9	Books, VHS Videos		¥ 296,419	1	¥ 296,419	Dairy use on the Japanese Language Class	Lecture Room
2	2004/8/18	Books, VHS Videos	Bonjin-sya	¥ 552,786	1	¥ 552,786	Dairy use on the Japanese Language Class	Lecture Room

Year 2005

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1								
2								

Year 2006

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1								
2	なし							

Year 2007

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1								
2								

A. Williams

Annex 6-2. Machinery and Equipment Provided by the Japanese Side (2)

List of Provisional Equipment which have been accompanied with Experts (Purchased in Domestic)

Year 2003

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1	2004/1/14	PC	HP COMPAQ	\$ 1,962	2	\$ 3,924	Dairy Use	Administration Sec
2	2004/3/5	Seedling of cherry	FRONTIER	\$ 900	1	\$ 900	Opening Ceremony	Garden
3	2004/3/24	High Speed Dubbing Machine	TELEX 4-032C	\$ 6,770	2	\$ 13,540	Dairy Use	Lecture Room
4	2004/3/24	PC soft (for visual aids)	Adbe	\$ 13,410	1	\$ 13,410	Dairy Use	Administration Sec

Year 2004

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1	2004/8/19	Projector	SONY LCD	\$ 4,964	1	\$ 4,964	Dairy Use	Lecture Room
2	2004/8/19	Igo sets	Miwa-Igo	\$ 5,143	1	\$ 5,143	For Mutual Understanding activities	Public Zone
3	2004/9/8	Books, DVDs	3A, Net-Work	\$ 3,690	1	\$ 3,690	Dairy Use on Japanese Language Course	Lecture Room
4	2004/9/17	PC soft (for visual aids)	Adbe	\$ 5,499	1	\$ 5,499	Dairy Use	Administration Sec
5	2004/9/17	PC soft (Basic)	FILE MAKER PRO	\$ 12,672	1	\$ 12,672	Dairy Use	Administration Sec
6	2004/9/17	PC soft (Basic)	FILE MAKER PRO	\$ 11,270	1	\$ 11,270	Dairy Use	Administration Sec
7	2004/10/21	Books	3A, Net-Work	\$ 12,750	1	\$ 12,750	Dairy Use on Japanese Language Course	Lecture Room
8	2004/11/2	PC	TOSHIBA SATELLITE A60 102	\$ 4,537	3	\$ 13,611	Dairy Use	Administration Sec
9	2004/12/6	Copy Machine	CANON IR 2280	\$ 13,524	1	\$ 13,524	Dairy Use	Bookbinding
10	2005/2/8	System for library Management	ROLAN, FILE MAKER	\$ 6,300	1	\$ 6,300	Dairy Use	Administration Sec
11	2005/2/25	System for library Management	SONY, HP, IBM	\$ 9,277	1	\$ 9,277	Dairy Use	Administration Sec

Year 2005

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1	2006/3/10	Yukata, Kendama, etc	Yukata, Kendama, etc	\$ 8,900	1	\$ 8,900	For Mutual Understanding activities	Store Room

Year 2006

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1	2006/11/14	PC	TOSHIBA SATELLITE M70-190	\$ 1,585	1	\$ 1,585	For IT seminar, etc	Administration Sec
2	2006/11/14	PC	HP Compaq nc 6320	\$ 1,652	1	\$ 1,652	For Mutual Understanding activities	Administration Sec

Year 2007

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1								
2								

Annex 6-3. Machinery and Equipment Provided by the Japanese Side (3)

List of Provision of Equipments on A2&3 (Purchased in Domestic)

Year 2003

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1	2004/3/11	LCD Projector	InFocus LP790HB	\$11,200	1	\$11,200	Dairy Use	A1
2	2004/3/11	Luck system for Sound Apparatus	TOA	\$22,950	1	\$22,950	Dairy Use	S1-1
3	2004/3/11	Plasma TV	VICTOR PD42DX	\$11,500	1	\$11,500	Dairy Use	LZ
4	2004/3/11	Counter for Receptionist	Lion Office	\$6,200	1	\$6,200	Dairy Use	LZ
5	2004/3/11	A prevention of book theft system		\$16,600	1	\$16,600	Dairy Use	LZ
6	2004/3/11	Name plate for the KRJC Project	Nakagawa Nil	\$7,700	2	\$15,400	Dairy Use	FP
7	2004/3/11	Car	TOYOTA LAND CRUISER 100	\$37,950	1	\$37,950	Dairy Use	
8	2004/3/11	High Speed Dubbing Machine		\$8,770	2	\$13,540	Dairy Use	L1
(Unit price more than ¥500,000)						\$135,340		

Year 2004

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
9	2004/6/8	Net-work printer	DUPLE, DP 430	\$25,273	1	\$25,273	Dairy Use	Printing Room
10	2004/6/8	Bookbinding Machine 1	Horizon, PF-38	\$13,976	1	\$13,976	Dairy Use	Printing Room
11	2004/6/8	Bookbinding Machine 2	Horizon, BQ-140	\$40,556	1	\$40,556	Dairy Use	Printing Room
12	2004/6/8	Bookbinding Machine 3	Horizon, HAC-120	\$67,754	1	\$67,754	Dairy Use	Printing Room
13	2004/6/8	cutler	Horizon, PC-64 II	\$20,364	1	\$20,364	Dairy Use	Printing Room
14	2004/6/8	42" Plasma Display	PDP-343HDE	\$13,256	3	\$39,768	Dairy Use	S3,S4,S5
15	2004/8/19	Projector	SONY LCD	\$4,964	1	\$4,964	Dairy Use	BC-2
16	2004/11/2	PC	TOSHIBA SATELLITE A60 102	\$4,537	3	\$13,611	Dairy Use	A1, L-2, BC-2
17	2004/12/6	Copy Machine	CANON IR 2200	\$13,524	1	\$13,524	Dairy Use	A1
(Unit price more than ¥500,000)						\$214,517		

Year 2005

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1								
2								

Year 2006

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1								
2								

Year 2007

No	Date of arriving	Name of item	Maker, specifications	Unit Price	Qty	Total Amount	Usage (Use frequency)	Location
1								
2								

502

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Annex 7. Inputs by the Kyrgyz Side

1) Building and facility

The Kyrgyz side has provided building, classrooms and office spaces for the Project on the whole second floor and a part of the third floor of Building No. 7 of Kyrgyz National University (KNU) (approximately 850 m² in total) free of charge.

2) Machinery and Equipment:

There is no provision of machinery and equipment by the Kyrgyz side since started the project.

3) Assignment of Counter parts:

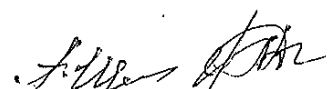
Co-Director is appointed as personnel

Present Co-Director: Mr. Shekekov Asker Shekekovich

4) Allocation of budget:

KNU informed the Project that KNU covered approximately ¥600,000 a year for expenses of the Kyrgyz Republic-Japan Center for Human Development such as light, water and heating costs.

see



Annex 8-1. Implementation Results of Business Courses (1)

<2004>

1. Course A (education for)

(1) Course A-1 day-time group (High course) (2) Course A-2 evening group (Elementary course)
(2004/10/11~2005/3/10)

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
A guide to the theory of management	2004/10/11~10/24		Total number 44 Day-time group (20) Evening group (24)	Day-time group: 250US\$ Evening group: 200US\$	JICA-NET
A guide to the theory of new business	2004/10/11~10/24				
Creation of the company	2004/11/1~11/14				JICA-NET
Marketing, market research	2004/11/29~12/11	Mitarashi Hisami			JICA-NET
Accountancy	2004/12/13~12/25	Kuroda Yasuyuki			JICA-NET
Human resources management	2005/1/17~1/22	Okuda Kodai			JICA-NET
Production management	2005/1/24~1/29	Suuchi Masato			JICA-NET
Finance management	2005/1/31~2/5	Kasai Hiroshi			JICA-NET
Business planning	2005/2/7~2/12	Shiraishi Masaaki			JICA-NET

2. Course C Short-term business seminars conducted in the regions

Name of the course	Period	Lecturer	Number of participants	Fee	Reference
KRJC opening commemorative seminar	2004/4/28	Onokei Nosuke	150	free	hall of the KNU
KRJC opening commemorative seminar	2004/4/29	Onokei Nosuke	150	free	Tokmak city administration
Seminar on opening business in Eastern Asia	2004/4/30	Lecturers were invited from Japan, Korea, Malaysia, Singapore	120	free	
Seminar on tourism (Human resources development in the tourism sphere)	2004/5/29~6/1	Koshiro SV, Eshida SV		free	Hotel "Royal Beach", Issyk-Kul
Seminar on management approaches of the Japanese enterprises	2004/6/16	Mr. Mori/Vice-Head of the Nikkei newspaper		free	Hall of the Academy of management
Seminar/ Japanese development history/ DVD / Project XJ	2004/7/7	Nagase Youseki	40	free	KRJC Seminar room
movie show and discussion	2004/7/19	Kato Shizuo	50	free	request from the Bishkek business club
Delivery course	2004/7/30	Kato Shizuo	50	free	Target group: staff of the Kyrgyz agricultural finance corporation
Delivery course	2004/9/7	Kato Shizuo	20	free	Target group: staff of the Kyrgyz Concept
Region seminar (Kara-Balta c.)	2004/9/14	Kato Shizuo	150	free	Request from the vice-mayor of Kara-Balta c.
PREX Seminar	2004/9/17	Director of the company Naikai Creation, Mr. Kato	40	free	
KRJC Seminar	2004/12/24	Prof. of the Waseda University Mr. Kitamura	20	free	Theme: timely joining of Turkey to the EU, Staff of the Turkish embassy in the KR also
WBT session	2005/1/14	Prof. of Waseda University Mr. Takei, "HL Nishin" Director	20	free	
WBT session	2005/1/15	Prof. of Waseda University Mr. Takei, "HL Nishin" Director	25	free	
Delivery course Radio station/ Europe J	2005/2/9	Kato Shizuo	40	free	
Lecture by mature entrepreneur	2005/2/14	Director of the Kyrgyz Concept, Mr. Emil Umataliev	40	free	
Lecture by mature entrepreneur	2005/2/16	Marat Tazabekov	40	free	
Lecture by the European Bank of reconstruction and development corporation	2005/2/21	Vice-president of the EBRD	40	free	
Lecture by the Kyrgyz agricultural finance corporation	2005/2/21	Vice-director of the Kyrgyz agricultural finance corporation	40	free	
Lecture by the Pragima	2005/2/23	Pragma, director	40	free	
Lecture by the Kyrgyz Investment Bank	2005/2/23	Head of the finance department, KICB	40	free	
Lecture by the FINCA	2005/2/25	Head of the inspection department, FINC	40	free	
Lecture by the Mercy/Corp	2005/2/25	Head of the inspection department, Mercy Corp	40	free	
Business plans contest	2005/3/5	Members of jury: Expert Mr. Kato, Prof. of the Academy of management (5 pers.), International finance organizations, representatives of NGO (5	40	free	

Annex 8-2. Implementation Results of Business Courses (2)

<2005>

1. Course A

acquire business skills by the entrepreneurs and improvement of the practical skills

2. Course B

acquire business skills in order to solve specific management problems

3. Course C

C- course covers Business skills and practical management capacity by focusing on common management issues of industries, such as the globalization

Subject	Period	Lecture	Number of participants	Fee	Reference
Japanese management-Philosophy of management	2005/12/12~2006/12/16	Takei Makoto	65		
Project management	2006/1/11~2006/1/17	Fujisawa Shoichi	67	1,000 som	day-time group 33 pers., evening group 34pers.
Environmental management (Environmental management system)	2006/3/16~2006/3/11	Nurien Djenchuraev	21	1,000 som	
Business management and ISO9001/14001	2006/3/17~2006/3/22	Baba Hiroshi	30	1,000 som	
Business management and ISO9001/14001 (Special seminar)	2006/3/20	Baba Hiroshi	26	free	

3. Course D

The course offers knowledge of recent economic tendency, especially focusing on Japan's experiences and issues of Kyrgyz or global world.

4. Others

Subject	Period	Lecture	Number of participants	Fee	Reference
Democracy Models and Control of Political Party Finances	2005/6/29~30	Shiratori Rei			Organizer: JICA office in KR
Seminar on medium and small size enterprises of the Central Asia	2005/9/26	Yonemura, Sugimoto, Wada, Nezu, Sujijura	62		Organizer: JICA office in KR
JICA-Net [Human resources development in the sphere of administration of enterprise]	2005/12/17	Hashimoto Hiroyuki	38		
JICA-Net [Marketing and management intended to the peculiarities of the business management]	2005/12/21	Sugimoto Sadao	47		
JICA-Net [Introduction to the Venture business]	2006/1/6	Sal scoutetsu	51		
ROTOBO Seminar ODA	2006/2/17	Ivan Tserishev	38		
	2006/3/13~14	Takei Makoto, Shibuya Yumi	34		
	2006/3/16		40		Organiser: Russian East European Trade company

Annex 8-3. Implementation Results of Business Courses (3)

<2006>

1. Course A (Practical business management course)

This course aims to improve practical business skills of managers and entrepreneurs
1st time course (2006/6/6~2006/9/8)

Subject	Period	Lecturer	Number of participants	Fee	Reference
Business planning	2006/6/6~6/19	Shiraishi Masaaki, Almaz Nasyrov, Shamara Maychiyev			Lectures: 66 hours (33 hours x2 classes) Individual consultations: 48 hours (21 hours x2 classes)
Japanese management and philosophy of marketing	2006/6/20~6/26	Komada Kazutami			Lectures: 30 hours (15 hours x2 classes) Lectures: 48 hours (24 hours x2 classes)
Marketing	2006/6/27~7/10	Yamamoto Toshio, Toktoholova Nurgel			Indiv. consultations: 35 hours (17.5 hours x2 classes)
Management of production and quality of the product	2006/7/11~7/17	Suuchi Masato	43 (completed by 37 pers.)	200US\$	Lectures: 30 hours (15 hours x2 classes) Lectures: 54 hours (27 hours x2 classes)
Human resources' management	2006/7/18~7/28	Mr. Okuda, Maksat Mankanbai, Marina Djumabaeva			Indiv. consultations: 5 hours (2.5 hours x2 classes)
Accountancy-financial analysis	2006/7/31~8/14	Kuroda Yasuyuki, Toktoholova Nurgel, Djumusalieva Gulnara			Lectures: 72 hours (36 hours x2 classes) Indiv. consultations: 9 hours (4.5 hours x2 classes)
Guidance to the writing of business plan	2006/8/15~9/7	Horiguchi Kazunori, Almaz Nasyrov, Toktoholova Nurgel, Djumusalieva Gulnara			Orientation: 3 hours (1.5 hours x2 classes) Guidance: 216 hours (72 hours x3 groups) Presentation: 12 hours (6 hours x2 days)

2nd Course (2007/1/29~2007/6/22)

Subject	Period	Lecturer	Number of participants	Fee	Reference
Guidance to business planning	2007/1/30~2/12	Shiraishi Masaaki, Shamara Maychiyev			Lectures: 63 hours (31.5 hours x2 classes)
Japanese management and philosophy of marketing	2007/2/13~2/19	Komada Kazutami			Lectures: 30 hours (15 hours x2 classes)
Marketing/market analysis	2007/2/20~3/5	Yamamoto Toshio, Toktoholova Nurgel	53	200US\$	Lectures: 54 hours (27 hours x2 classes) Indiv. consultations: 55.5 hours (27.75 hours x2 classes)
Management of production and quality of the product	2007/3/6~3/13	Suuchi Masato			Lectures: 30 hours (15 hours x2 classes)
Guidance to business planning (extra classes)	2007/3/26~3/28	Almaz Nasyrov			Lectures: 18 hours (9 hours x2 classes)

2. Course B (Focus industry course)

B-Course covers, Capacity building and skills required to solve unique problems for business management in certain industry

Subject	Period	Lecturer	Number of participants	Fee	Reference
Business seminar on tourism	2006/11/27~12/19	Isono Teisuro, Rafik Shahtudinov, Andre Gornikov, Svetlana Balalaeva, Meer Koshoeva, Daniyar Kazakov, Almaz Bakenov	41	See reference	Lectures hours: total 60 hours (42 hours x1 classes) + Counseling 18 hours Fee: 10days (1,000som), 5days of 1st week (400som), 5days of 2nd week (600som), 1day (200som)

3. Course C (Focus topic course)

C-course covers Business skills and practical management capacity by focusing on common management issues of industries, such as the globalization

Subject	Period	Lecturer	Number of participants	Fee	Reference
Management of enterprises and IT	2006/10/2~10/13	Takeki Makoto	31	2,000som	Lectures hours: Total 45 hours (22.5 hours x2 classes) Number of participants: Day Course 20, Evening Course 25
Management of enterprises and ISO9001(basi)	2006/10/28		56	free	6 hours

Management of enterprises and ISO9002(basi)	2006/10/21~10/31	Baba Hiroshi	50	2,000som	Lecture's hours: Total 45 hours(22.5 hours x 2 classes) Number of participants: Shoro - 30, Kyrgyz Concept - 20
Management of enterprises and project manag	2006/11/13~11/22	Oshima Takuya	45	2,000som	Lecture's hours: Total 45 hours(22.5 hours x 2 classes) Number of participants: Day Course 15, Evening Course 16

4. Course D

The course offers knowledge of recent econom

Subject	Period	Lecturer	Number of participants	Fee	Reference
A miracle of Panasonic revival	2006/7/6	Yamamoto Toshio	94	free	
Internal investment profit	2006/8/3	Kuroda Yasuyuki	26	free	
Guide to business plan	2007/3/10	Almaz Nasyrov	215	free	Region seminar in Osh c.
Guide to marketing	2007/3/10	Yamamoto Toshio	215	free	Region seminar in Osh c.

JICA-Net seminars

Subject	Period	Lecturer	Number of participants	Fee	Reference
How can we measure strengthening of the intra-office human resources education	2006/7/20	Saruyama Yasutsugu	65	free	
Methods of development of good product	2006/7/31	Iwakura Shinya	48	free	
Only One Management	2006/9/5	Mr. Shioura Tokimune	52	free	
Marketing innovation - Effectiveness of IT Functions, role and mission of the incubation center for support to the medium and small enterprises and entrepreneurs	2006/9/26	Ms.Kamoshida Eiko	62	free	
	2006/10/3	Mr. Funada Manabu	29	free	

see

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Annex 8-4. Implementation Results of Business Courses (4)

<2007>

1. Course A (Practical Business Management Course)

This course aims to improve practical business skills of managers and entrepreneurs
Continuous course from 2006.(2007/1/29~2007/6/22)

Subject	Period	Lecturer	Number of participants	Fee	Reference
Guide to business planning	2007/1/30~2/12	Shiraishi Masaaki, Shamaral Maychiyev	53 (completed by 47 pers.)	200US\$	Lectures:63 hours(31.5 hours x2 classes)
Japanese management and phytos	2007/2/13~2/19	Komada Kazutami			Lectures:30 hours(15 hours x2 classes)
Marketing/Market analysis	2007/2/20~3/5	Yamamoto Toshio, Toktohiyova Nurgel			Lectures:54 hours(27 hours 2 classes) Indiv. consultations:55.5 hours(27.75 hours x2 classes)
Management of production and quality	2007/3/6~3/13	Suuchi Masato			Lectures:30 hours(15 hours x2 classes)
Guidance to business planning (ext)	2007/3/26~3/28	Almaz Nasyrov			Lectures:18 hours(9 hours x2 classes)
Presentation skills	2007/4/2~4/3	Nurjan Djumabaev			Lectures:12 hours(6 hours x2 classes)
Excel for making reports	2007/4/9~4/13	Anastasia Trublenkova			Lectures:30 hours(15 hours x2 classes)
Basic accountancy	2007/4/16~4/20	Dinara Cholibekova			Lectures:30 hours(15 hours x2 classes)
Guidance to business plan writing	2007/4/23~4/27	Almaz Nasyrov, Sallia Seidahmatova, Djunusalieva Gulnara			Indiv. consultations:36.5 hours(18.25 hours x2 classes)
Human resources management	2007/5/14~5/25	Mr. Okuda, Djumabaeva Marina, Gulnara Ahmatova			Lectures:45 hours(22.5 hours x2 classes) Indiv. consultations:12 hours(6 hours x2 classes)
Financial analysis	2007/5/28~6/8	Djunusalieva Gulnara	Lectures 60 hours(30 hours x2 classes) Orientation:3 hours(1.5 hours x2 classes)		
Guidance to business plan writing	2007/6/11~6/21	Horiguchi Kazunori, Almaz Nasyrov, Sallia Seidahmatova, Djunushev Talantbek, Djunusalieva Gulnara, Alkadurova	Writing Business plan :100 hours(50 hours x2 classes) Presentation :16 hours(8 hours x2 days)		

2. Course B (Focus industry course)

B-Course covers, Capacity building and skills required to solve unique problems for business management in certain industry

Subject	Period	Lecturer	Number of participants	Fee	Reference

3. Course C (Focus topic course)

C-course covers Business skills and practical management capacity by focusing on common management issues of industries, such as the globalization

Subject	Period	Lecturer	Number of participants	Fee	Reference
Workshop on human resources education system in medium and small size enterprises	2007/5/29~6/5		22	US\$ per company	
Development of handicrafts	2007/6/25~7/4		58	lecture only: 400som lecture + practical classes: 2,000som	

see

4. Course D

The course offers knowledge of recent economic tendency, especially focusing on Japan's experiences and issues of Kyrgyz or global world.
Economic seminars

(2/2)

Subject	Period	Lecturer	Number of participants	Fee	Reference
Modern life and design JICA-Net Seminars	2007年6月23日	Shimizu Fumio	150	free	
Guidance to the seminar on Development of handicrafts	2007年6月15日	Shimizu Fumio	60	free	

see

Annex 9-1. Implementation Results of Japanese Language Courses (1)

<2003-2004>

1. Japanese Beginner Courses

Course name	Term	Purpose	Number of applicants (Number of students who completed the course with certificate)	Tuition fee
Japanese Beginner 1	2003.09~2004.07	To learn the basic sentence pattern of the first half of beginner's Japanese and fixing the abilities of its using in practice. To obtain a reading, writing and listening skills of Japanese.	[246] 40 (26)	No

2. Japanese Intermediate Courses

Course name	Term	Purpose	Number of students (Number of applicants)	Tuition fee
Japanese Intermediate 1	2003.09~2004.07	Revise a lesson of the basic sentence pattern of the beginner's Japanese frequently to improve the abilities of usage in practice. To expand expressions, vocabularies and kanji skills.	[41] 14 (20)	No
Japanese Intermediate 2	2003.09~2004.07	To develop 4th skills with good balance. To pass 2nd grade of Japanese Proficiency Test.	[41] 10 (6)	No

3. Advanced Courses

Course name	Term	Purpose	Number of students (Number of applicants)	Tuition fee
Japanese Advanced	2003.09~2004.07	To instill a habit of rapid and widely reading in students. Reading texts of different fields to acquire skills of expression and vocabulary. To pass 1st grade of Japanese Proficiency Test.	[26] 19 (10)	No

4. Video Courses

Course name	Term	Purpose	Number of students (Number of applicants)	Tuition fee
Video Course	2003.09~2003.12	To understand the beginner's Japanese grammar and to obtain skills of using daily conversation. To introduce the Japan's affairs.	73 (34) (selected from those who didn't pass to the Japanese Beginner 1)	No

5. Others

Course name	Term	Number of participants
The seminar of Japan Overseas Cooperation Volunteers (JOCV) Back Up Program "Japanese teaching"	2003.08.27~08.29	about 30 (Local Japanese teachers)
The first Japanese courses opening ceremony	2003.09.08	about over 100
The 16th CIS Japanese Speech Kyrgyz Republic Selection	2003.09.20	13 participants (students) an audience: about 70
The second composition contest	2003.12.20	After selection inside each educational organization - 14
Japanese courses 1st semester completion ceremony and concert	2004.01.12	about 70
Japanese language course during the pre-departure orientation for the participants to the Youth Invitation Program of JICA	2004.03.15~03.18	20

see

Annex 9-2. Implementation Results of Japanese Language Courses (2)

<2004-2005>

1. Japanese Beginner Courses

Course name	Term	Number of students (Number who completed the course with certification)	Tuition fee
Japanese Beginner 1 (2 classes: morning and evening)	2004.09~2005.07	41 (24)	No
Japanese Beginner 2	2004.09~2005.07	16 (13)	No

2. Japanese Intermediate Courses

Course name	Term	Number of students	Tuition fee
Japanese Intermediate 2	2004.09~2005.07	20 (11)	No

3. Advanced Courses

Course name	Term	Number of students	Tuition fee
Japanese Advanced	2004.09~2005.07	20 (9)	No

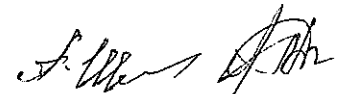
4. Video Courses

Course name	Term	Number of students	Tuition fee
Video Course	2004.12~2005.03	152 (99)	No
Video Course	2004.09~2004.11		No
Video Course	2004.04~2004.06		No

5. Others

Title	Date	Number of participants	Participation fee
The first Japanese language courses completion ceremony	2004.07.16	about 80	
The second Japanese courses opening ceremony	2004.09.06	about 50	

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Annex 9-3. Implementation Results of Japanese Language Courses (3)

<2005-2006>

1. General Courses (Beginner 1,2, Intermediate 1,2)

4-year courses' goal is acquiring the communication skills on Japanese intermediate level (Japanese Proficiency Test 2nd Grade)

Course name	Term	Number of students	Tuition fee
Japanese Beginner 1 (2 classes: morning and evening)	2005.09~2006.07	45 (26)	4000 som per year
Japanese Beginner 2	2005.09~2006.07	24 (20)	4000 som per year
Japanese Intermediate 1	2005.09~2006.07	16 (10)	4000 som per year

3. Advanced Courses

Course name	Term	Number of students	Tuition fee
Japanese Advanced	2006.03~2006.07	24 (13)	1000 som for 4 months

4. Video Courses

Course name	Term	Number of students	Tuition fee
Video Course	2005.04~2005.06	No	
Video Course	2005.09~2005.12	71 (45)	500 som
Video Course	2006.03~2006.06		500 som

4. Japanese Proficiency Test 1st Grade Preparatory Course

Course name	Term	Number of students	Tuition fee
Japanese Proficiency Test 1st Grade Preparatory Course	2005.09~2005.11	22 (22)	500 som for 3 months

5. Interpretation/Translation Preparatory Course

Course name	Term	Number of students	Tuition fee
Interpretation/Translation Preparatory Course	2006.03~2006.07	18 (13)	500 som

6. Others

Title	Date	Number of participants	Participation fee
The 9th Central Asia Japanese speech contest	2005.05.14	over 300	
Kyrgyz Republic Japanese composition contest	2005.09		
Kyrgyz Republic Japanese language speech contest, autumn 2005	2005.09		
Kyrgyz Republic Japanese language recitation contest	2005.12		
Japanese courses 1st semester completion ceremony and concert	2006.01		
Kyrgyz Republic Japanese language speech contest, spring 2006	2006.03		

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Annex 9-4. Implementation Results of Japanese Language Courses (4)

<2006-2007>

1. General Courses (Beginner 1,2, Intermediate 1,2)

4-year courses' goal is acquiring the communication skills on Japanese intermediate level (Japanese Proficiency Test 2nd Grade)

Course name	Term	Number of students (Number who completed the course with certification)	Tuition fee
Japanese Beginner 1 (2 classes: morning and evening)	2006.09~2007.07	43 (21)	4000 som per year
Japanese Beginner 2	2006.09~2007.07	28 (16)	4000 som per year
Japanese Intermediate 1	2006.09~2007.07	21 (19)	4000 som per year
Japanese Intermediate 2	2006.09~2007.07	14 (8)	4000 som per year

2. Advanced Courses

Course name	Term	Number of students	Tuition fee
		17 (10)	

3. Video Courses

Video course's goal is learning elementary Japanese and getting close to Japan

Course name	Term	Number of students	Tuition fee
Video course (2 classes)	2006.09~2006.12	86 (47)	500 som

4. Japanese Proficiency Test 1st Grade Preparatory Course

To prepare students, who passed selective examination on 2nd Grade of JPT to the 1st Grade of Japanese Proficiency Test

Course name	Term	Number of students	Tuition fee
Japanese Proficiency Test 1st Grade Preparatory Course	2006.09~2006.11	22 (22)	500 som for 3 months

5. Interpretation/Translation Preparatory Course

Course name	Term	Number of students	Tuition fee
		18 (13)	

6. Others

Course name	Term	Number of students	Tuition fee

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Annex 10-1. Implementation Results of Exchange Activities for Promoting of Mutual Understanding between the Two Countries (1)

Year 2003

No	Date	Event	Number of participants	Contents/Remarks
1	15-16/Sep/2003	Seminar on social building of infrastructure in cold areas	30	<ul style="list-style-type: none"> - A object of the seminar is to improve social infrastructures through strengthen of human recourses. - Lecturer from Industrial University of Kitami c. Mr. Kawamura Akira
2	31/Oct/2003	Ikebana demonstration	40	Teacher: Yokoyama Minor
3	08/Nov/2003	Forum "Ethics of government employees"	100	Association of government employees, Mr. Osamu Tsourmada
4	12/Mar/2004	Forum on Biogas	54	Lecturer Mr. Okamoto Akiji Univ of Obihiro-Thikusa

Year 2004

5	03/Apr/2004	Movie show	46	Movie "Murky Seibei"
6	17/Apr/2004	Opening of the Japanese drums club (Culture Circle of KRJC)	58	Under leadership of Mr. Kinoshita (JOCV)
7	21/Apr/2004	"Kiroro" visit (Japanese pop-group)	78	
8	21/May/2004	Opening ceremony of the Kyrgyz Republic-Japan Centre for Human Development	178	With participation of Mr. Akaev - ex-president of the Kyrgyz Republic
9	03-04/Jun/2004	Forum of disable person	3/ Jun 82 4/ Jun 61	Presenter: Mr Topog and Ms Miho Yoshida (Project Formulation Advisor)
10	17/Aug/2004	Opening of Igo club	5-10	Go club titled "Shibumi"
11	18/Sep/2004 during 3 months	Constant conduction of movie shows 01	28	(Ex: "Engagement trip") It had done each Saturday for 3 months.
12	24/Sep/2004	Master class on Ikebana	18	Teacher: Ms Ishikawa Mamiko
13	25/Sep/2004	Constant conduction of movie shows 02	18	Title: Orosiya kokusuimutan
14	09/Oct/2004	Constant conduction of movie shows 03	38	Title: Trip to love

Year 2005

18	28/Mar/2005	Spring Festival 2005 (named Satsuki Matsuri)	600	Hold in the yard of the Japan Centre
19	03-04/Aug/2005	Peace Day Campaign	40	Visited to Orphanage and kindergarten
20	06/Aug/2005	Day of Hiroshima	170	Conducted in the Japan Centre
21	30/Aug/2005	Demonstration of Japanese drums in secondary school of Shabdan-Ata village	60	
22	01/Oct/2005	Movie show with Russian subtitle	45	(Movie title: Return from the land of the death) The translation was performed by the graduates from our Japanese course.
23	15/Oct/2005	Cultural Festival in Kochkor village	300	Initiated by JOCV. Place of Festival: secondary school
24	22/Oct/2005	Cultural Festival in Naryn city	400	Initiated by JOCV. Place of Festival: secondary school
25	29/Oct/2005	Cultural Festival in Karakol city	450	Initiated by JOCV. Place of Festival: Issyk-Kul National University
26	06/Nov/2005	Mini football match	80	Between Japanese and Kyrgyz team
27	12/Nov/2005	Autumn Festival 2005 (named Momiji-matsuri)	1200	Momiji-matsuri ' showing the Japanese culture like 'Ikebana', 'Igo-kyoshitsu', 'Origami', 'Japanese food', 'Kimono', 'Wadaiko', 'Sado' and 'Shodo'
28	22/Nov/2005	TV Conference between young people of Japan and Kyrgyz Republic	75	Theme "Family and work" Japanese side participants: NGO ASIAN
29	11/Feb/2006	Music festival in Tokmak.	600	Conducted by KRJC

Year 2006

30	3/Apr/2006	Computer Course for Healing impair person	10	Three times in a week for a few months.
31	8/Apr/2006	Music Festival "Jazgy yr deste"	800	This musical festival was performed at Russian Drama theatre in Bishkek to show the Japanese traditional music by using Wadaiko and Koto together with the Kyrgyz musical instruments.

32	11/Apr/2006	JICA-NET TV Conference	31	It was held at Japan Centre with people related to Universities at Bishkek.
33	03/Jun/2006	Spring Festival 2006 (Satsuki Matsuri)	800	"Satsuki Festival" was held at KRJC. Each performance like Origami, Shodo, Ikebana, Budo, Shiatsu and Yamato-dyeing, etc was shown with more than 800 visitors.
34	28/Jun/2006	Visit to Rehabilitation Centre for disabled persons	25	Program: demonstration of Japanese drum and practice corner, origami corner
35	05/Jul/2006	Visit to Elderly House	250	Demonstration of taiko,
36	07/Jul/2006	Visit to Rehabilitation centre for homeless children	53	Collaborated with JOCV. Wadaiko, Origami were performed on the event.
37	05/Aug/2006	Demonstration of Japanese drums on the Handling over ceremony		With participation of Mr. Bakiev President of the Kyrgyz Republic
38	08/Aug/2006	Peace Day Campaign	40	"Campaign for the eternal peace" were held at the rehabilitation centers for the disable and the old and for the orphans. Through the campaign Japanese traditional culture, and the files and photos and VHS of the atomic bombs thrown to Hiroshima and Nagasaki were shown to the public.
39	21-22/Sep/2006	Participated to International Music Contest		The member wins the grand prix.
40	28/Oct/2006	Autumn Festival 2006 (Momiji Matsuri)	1200	On the festival, Wadaiko, Tsugaru-syamisenn were performed, As a introduction of Japanese culture, Flower arrangement, Tea ceremony, Calligraphy, Dye of indigo, Japanese Massage were conducted on the event
41	16/Nov/2006	Visit to Hearing impairment school in Bishkek	250	Performed Japanese drum, movie and origami.
42	25/Nov/2006	Kyrgyz and Japan Sport Festival 2006	150	Implemented for mutual culture exchange
43	07/Dec/2006	Group of Wadaiko visits for Armat	100	The group played 5 musical pieces.
44	09-16/Dec/2006	Kyrgyz and Japan Martial arts Competition	642	Total number of participants 642 and level of the participants were extremely high.
45	14/Dec/2006	Healing impair person TV Meeting between Bishkek-Tokyo	39	It was conducted by the Japanese side: Tokyo International Center and Kyrgyz side Japan Center. Performed exchange of opinions between Kyrgyz and Japan in term of difficulty on their life in both countries.

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46	23/Dec/2006	Rice cakes Festival 2006		
47	27/Jan/2007	A New Year festival for Children	50	Various club activities such as Japanese dram (Wadaiko), Origami, Dressing of a Yukata, were performed

Year 2007

48	07/Apr/2007	Music Festival "Jazgy yr deste" 2007	762	"The spring musical festival" was performed at Russian Drama theatre in Bishkek to show the Japanese traditional music by using Wadaiko and Koto together with the Kyrgyz musical instruments.
49	12/May/2007	Spring Festival 2006 (Satsuki Matsuri)	1500	"Satsuki Festival" was held at National Art Museum . Each performance like Origami, Shodo, Ikebana, Budo, Shiatsu and Hand making paper.
50	29/Jun/2007	Mini Japanese Culture Event in Maksatto Rehabilitation Center in Dachimui Village	40	Collabolated with JOCV.
51	27/Jul/2007	Wrapping Culture/Furoshiki-workshop	30	Collaborated with International Textile Net-work Japan (NPO)
52	28/Aug/2007	A concert of Japanese Drum Group "Matsurine"	1100	For the 15th anniversary diplomatic relations establishment

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**Annex 10-2. Implementation Results of Exchange Activities for Promoting of Mutual Understanding
between the Two Countries (2)**

Culture circles

Name of Course	Course Duration	Capacity of Participant (Max)	Contents/Remarks
Origami Course	For two months (once a week)	16 (Potential Participant)	To learn various way of Origami from easy origami (TSURU) to difficult origami (Crab and Rose)
Ikebana Course	For two months (once a week)	10	To open this short period course for introduction of the Japanese culture to the Kyrgyz nation.
Yukata-kituke, Tea Ceremony Course	For two months (once a week)	10	From first to third of fourth times for Yukata-dressing and last two times for tea ceremony.
Igo Course	once a week	5	A permanent course
Wadaiko Course	3-4 times in a week	34	A permanent course
Syodo Course	Two times in a month	8	A permanent course To conduct two classes of writing brush and pencil.

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**Annex 11. List of Local Lecturers in Business Courses
(2004-2007)**

No	Name of the Lecturer	Course Type
1	Surga Urmambetova	A
2	Almaz Nasyrov	A, D
3	Bazarbaeva Rahat	A
4	Choibekova Dinara	A
5	Djunushalieva Gulnara	A
6	Toktogulova Nurgul	A
7	Shaihudinov Rafik	B
8	Koshoev Temirbek	A
9	Djumabaeva Marina	A,C
10	Djenchuraev Nurlan	C
11	Simbard Svetlana	C
12	Maksat Makambay	A
13	Maichiev Shamara Yusupovich	A
14	Alkadyrova Cholpon	A
15	Ahmatova Gulnara	A

- A – Practical Business Management Course
 B – Specific Industry Course
 C – Subject-specific Course
 D – Public Seminars (including Regional Seminars)

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**Annex 12. List of Lecturers in
Japanese Language Courses
(2003-2007)**

Name	Duration	Position
Vorobyova Galina	2003/Sep~as of today	Full-time lecturer
Sheishenaliyeva Saltanat	2003/Sep~2005/Jul	Part-time lecture
Akmataliyeva Jakshylyk	2003/Sep~2006/Apr	Part-time lecture
Taalai kzyzy Janarku	2003/Sep~2006/Jul	Part-time lecture
Umetbaeva Kaliman	2003/Sep~2004/Jul	Part-time lecture
Kokot Elena	2003/Sep~2004/Jul	Part-time lecture
Tynystanova Janyl	2003/Sep~2007/Mar	Part-time lecture
Hasanova Nailya	2004/Sep~2006/Apr	Part-time lecture
Aslanbek kzyzy Gulzat	2005/Sep~2006/Apr	Part-time lecture
Jumabay kzyzy Nurkamal	2006/Sep~as of today	Part-time lecture
Djoldosheva Cholpon	2006/Sep~2007/Jul	Part-time lecture
Iabyldiyeva Nursuluu Biylikovna	2006/Sep~2007/Jul	Part-time lecture
Reznikov Andrey Nikolaevich	2007/Feb~2007/Jun	Part-time lecture
Kulova Nazgul Tekranovna	2007/Feb~2007/Jun	Part-time lecture
Toktoraliyeva Aigul Ysmailovna	2006/Sep~as of today	full-time lecturer
Rue Nakabayashi	2003/Sep~2004/Jun	Japanese Expert
Chikako Takahashi	2003/Sep~2005/Jul	Japanese Full-time Lecture
Tsutomu Kurotaki	2004/Jul~2006/Dec	Japanese Expert
Tomoseki Watanabe	2005/Aug~2006/Jul	Japanese Assistant
Hisako Fujimoto	2005/Aug~as of today	Japanese Full-time Lecture
Kazumi Sugahara	2006/Aug~as of today	Japanese Assistant
Nami Ujihara	2007/Jan~2007/Jun	Japanese Part-time lecture
Hiroko Ozaki	2007/Feb~as of today	Japanese Expert

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Annex 13. Budget and Expenses of KRJC

(US\$)

JFY (Japanese Fiscal Year)	2003	2004	2005	2006	2007*
Annual Budget**					
Total Expenditure	360,358	305,138	191,178	232,260	57,467
1. Salary and social expenses	52,508	60,271	62,755	76,784	17,948
2. Payment for lecturers, etc.	0	33,091	22,881	27,240	8,543
3. General expenses	22,052	76,520	51,372	56,952	5,488
4. Travel expenses	0	7,596	2,900	7,504	2,488
5. Facility preparation/improvement	240,577	60,930	0	0	0
6. Others	45,221	66,730	51,270	63,780	23,000
KRJC Self-income***					
Total Revenue (Income)	0	0	12,742	35,728	3,911
1. Business Courses	0	0	4,400	24,259	1,585
2. Japanese Language Courses	0	0	7,868	9,572	700
3. Membership fee****	0	0	355	1,318	310
4. Copy & Printing	0	0	119	572	157
5. Others	0	0	0	6	1,159
Total Expense	0	0	0	5,331	-
1. Tax*****	0	0	0	5,331	-
Net income (Cash)	0	0	12,742	30,397	-

(Note) *: Figure for 2007 are those of until July.

** : Total amount of budget supplied by the Japanese side.

*** : KRJC started to change and collect tuition fee in September 2005 after receiving a status of NPO.

**** : Membership is for utilization and rental of such KRJC resources as books with a fee of 250 KGS per annum.

***** : Income tax and other taxes are deductible at the rate of a little more than 10% of total revenue (income).

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Annex 14. Evaluation Grid (Results of Evaluation): The Kyrgyz Republic-Japan Center for Human Development Project

October 2, 2007

Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Relevance	Conformity of the Project goal to the National Development Plan of the Kyrgyz Republic	Was the overall goal of the Project conformed with the policies and needs of the National Development Plan	National development policy, Educational/Human resource development policies	<ul style="list-style-type: none"> Attaining sustainable development through diversifying potential industries is a priority area for the Kyrgyz Government as explained in the new "National Development Strategy for the period 2007-2010", which follows the policy direction described in the National Poverty Reduction Strategy Paper (NRPSP) until 2005. It is important for the country to accelerate the transition to a market economy by means of privatization, small and medium sized enterprise development, human resource development and so forth. The Kyrgyz Republic is one of the members of "Central Asia plus Japan" Intellectual Dialogue, whose action plan sets business promotion and cultural/human exchange as two of the five priority issues. <p>These facts suggest that the overall goal of the Project matches with the development needs of the Kyrgyz Republic.</p>
	Conformity with needs of beneficiaries	Was the selection of the target group adequate? Do the project objectives meet with needs of the target group?	Results of needs survey Perception of course attendees Perception of companies and industries Perception of Experts* and C/PS*	<ul style="list-style-type: none"> Main target group in Business Courses are set as SME owners, top and medium-level managers of companies and entrepreneurs. Defining appropriate target group and design of course structure and contents were made based on the needs assessment implemented several times before and during the Project implementation, which made it possible to comply with the actual and changing needs of beneficiaries. This assessment was endorsed by the questionnaire/interview surveys to KRJC* staff, Business Course participants and business-related organizations at the Terminal Evaluation. In Japanese Language Courses and Mutual Understanding Activities target group is students and general public who are interested in Japanese language and culture. According to the questionnaire/interview surveys to KRJC staff, Japanese Language Course participants and related organizations, interests in the East, particularly in Japan, seems to be high in the Kyrgyz Republic and many citizens are keen to participate in KRJC language and cultural programs, because there were not many opportunities to meet with these needs, while there have been lots of information and opportunities to be acquainted with the West and the former USSR since before.
		Are needs of the target group high?	Perception of course attendees Perception of companies and industries	<p>Needs of target groups are very high. This was clearly endorsed by the questionnaire/interview surveys to Experts, staff, KRJC service users and related organizations.</p> <ul style="list-style-type: none"> Needs of Business Courses are high, because practical knowledge and skills in business under a market-oriented economy are still necessary to be improved among the Kyrgyz business people. The number of applicants always exceeds the capacity of each course and high satisfaction by the participants is shown in every questionnaire survey after the course implementation. KRJC is seen as the only one "practical business training provider" where participants can learn important experiences of successful Japanese economy and business. Needs of Japanese Language Courses are also high, shown by both facts that 120 people applied for the Beginner I class in 2007, which exceeded the capacity of 40, and that around 90 % of participants shows their high satisfaction in each post-evaluation questionnaire survey.

(Note) KRJC: Kyrgyz Republic-Japan Center for Human Development, ODA: Official Development Assistance, Experts: Japanese experts, C/P: Counterpart Personnel, KNU: Kyrgyz National University

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Relevance	Conformity with needs of beneficiaries	Was the selection of the implementing organization adequate by satisfying the organization's needs?	Information from the Kyrgyz government Information from the KNU* Reports by Japanese Experts	<ul style="list-style-type: none"> • KNU is a national university which represents the country and one of the highest-ranked educational institutions, which increases the importance of KNU as an implementing organization. KNU is located in a very convenient place in the central Bishkek city, which allows general public to make an easy access to KRJC. • KNU students and faculty members are benefited from using KRJC facilities and resources easily. Currently, 11 KNU students who learn Japanese as the second foreign language at such facilities as International Relations, History and Journalism are directly benefited from obtaining opportunities in taking Japanese Language Courses at KRJC. • Although there are several facilities and centers of KNU in relation to management and Japanese language study, there has been no direct relation and cooperation between those and KRJC until now except the fact that all Japanese language teachers in Oriental Studies are benefited from receiving occasional advice from Experts of KRJC and the activities of the Association of Japanese Language Teachers that is heavily supported by the Project-related people.
	Relevance to Japan's ODA* policy	Relevance to Japan's ODA policy to Kyrgyz	Japan's ODA policy to the Kyrgyz Republic	Japanese ODA policy to the Kyrgyz Republic aims at accelerating the country's transition to a market-oriented economy and reducing the poverty. In JICA's policy towards technical assistance for the country human resource development programs that contribute to accelerating the transition to a market economy are one of the priority areas in preparing basic foundations for sustainable economic development. This means that the overall goal of the Project is consistent with the Japanese ODA policy.
	Others	Relevance to the conception of JICA's "Japan Center" projects Relevance to the characteristics and development stage of the country	Information on strategy of the Japan Center projects Research information of the Kyrgyz Republic	<p>JICA's "Japan Center" projects aims at rendering support to the Asian countries that face transitions from a socialistic planned economy to a market-oriented economy. Japan Center projects have been implemented in such three countries in Central Asia as the Kyrgyz Republic, Kazakhstan and Uzbekistan as one of the major programs of Action Plan under "Central Asia plus Japan" Intellectual Dialogue.</p> <p>Although the Kyrgyz Republic is the only one WTO member country in Central Asia, development stage of the country's economy still lags behind such country as that of Kazakhstan. There are not many strategically targeted industry due to its limited size of domestic demand, scarce natural resources and undeveloped human resources necessary under a market economy, which increases the needs for developing a wide range of business people that have practical knowledge in many different areas of business administration.</p>

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Effectiveness	Achievement of Project goals	Achievement of Project purposes	As per Performance Table (Quantitative data on Project) Perception of Experts and C/Ps	<ul style="list-style-type: none"> Large numbers of the Kyrgyz people applied and participated in both Business Courses and Japanese Language Courses, as described later. Total number of course participants reached to be around 3,000 in June 2007 and is expected to be more than 4,000 by the end of the Project. According to the questionnaire and interview surveys at the Terminal Evaluation, course participants show their relatively high satisfaction and most of the major business associations located in Bishkek highly regard KRJC's business course implementation and related activities. As for the second Project Purpose, KRJC has successfully provided various programs in order to promote a mutual understanding between the two countries. According to the questionnaire survey at the Terminal Evaluation, 65-70% of KRJC training participants and related organizations responded that the name of KRJC is well or almost known among the general public in the city of Bishkek, while more than 75% of Project members replied for the same. All respondents admitted that not many people in local regions do know about KRJC, according to the questionnaire and interview surveys. KRJC is located at downtown area in the central part of Bishkek city and can be easily accessed by the general public. As total numbers of KRJC visitors* and members which are 5,128 and 260, respectively, show, many Kyrgyz people who are interested in Japanese culture and language frequently visit KRJC. Total number of participants to the Exchange Activities in the past, being more than 11,000, and the fact that around 1,500 people visited Satsuki Festival, "Kyrgyz-Japan Friendship Cultural Festival" in May 2007 demonstrates that KRJC has successfully increased its reputation as a center of mutual understanding activities between the two countries.
		<p>Degree to which achievement of project purpose is attributed to outputs</p> <p>Is the important assumption to achieve project purpose satisfied?</p>		

(Note) *: The figure of 5,128 was the registered number at the KRJC reception desk, which does not include the number of regular participants to training courses and cultural circles. Automatic counter at the entrance has been introduced since May 2007. According to the data, total number of visitors reached to 9,012 between May and July (3 months). This means that there are around 3,000 visitors every month. However, there are many In and Out through the entrance by the Project-related people. If the number of In and Out by the Project-related people is assumed to be 1,200 per month (30 people x 2 times/day x 20days/month), actual number of visitors per month is estimated to be around 1,800.

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Effectiveness	Contribution of provided services to the beneficiaries	Have knowledge and practical skills of attendees improved?	Perception of attendees Perception of companies and industry Perception of Experts, C/Ps	<ul style="list-style-type: none"> In Business Courses the level of understanding and skills were constantly measured. According to the Project data, the degree of understanding/skills increased to more than 70% of the targeted levels. In Japanese Language Courses more than 60% (524) of total participants (856) succeeded in completing the courses with certifications, which shows the improvement in their knowledge and skills. These views were clearly endorsed by the questionnaire/interview surveys at the Terminal Evaluation, in which 100% (3) of Business Course participants and 78% (25) of Japanese Language Course participants replied that the improvement of their knowledge and skills brought concrete positive impact on them. Questionnaire surveys to Experts, KRJC staff and lecturers, KRJC training course participants and business-related associations showed the difference as follows; <ul style="list-style-type: none"> (a) 80% of Experts (4) replied that KRJC is well or almost known among the Kyrgyz people. (b) 75% of KRJC staff and lecturers (9) replied for the same above. (c) 66% of KRJC service users (23: 1 for Business and 22 for Japanese Language) replied for the same. (d) 66% of related organizations (4) replied for the same. All respondents admitted that not many people in local regions do know about KRJC. <p>These facts suggest that KRJC has been establishing a good reputation in the city of Bishkek but there are still more rooms for increasing its good reputation, particularly in local areas.</p> <ul style="list-style-type: none"> Around 30 Kyrgyz staff and lecturers work at KRJC including 10 full-time local staff. As shown in Annex 2, managers and staff are properly placed in such three sections as "Administration" that includes mutual understanding activities, "Business course" and "Japanese language course". KRJC as organization as a whole is operated efficiently and effectively. All KRJC staff is very capable and well-motivated, and many of them increased their capabilities through various types of trainings while receiving on-the-job technical transfer from Experts. Having instruction from Experts, they can plan and administer most of the KRJC activities with some of their own initiatives. However, staff tend to quit KRJC mainly because of their high potential and opportunities to learn more abroad. In February 2005 KRJC was registered as a non-profit organization (NPO) by the Ministry of Justice and KRJC earned the license as an educational institution from the Ministry of Education in May 2005, which enabled KRJC to start collecting tuition and membership fees from September 2005. Ratio of revenue to total expenditure stays at the level of 6-16%, while revenue is not spent for any expenses yet but accumulated as internal cash resources, because the plan for expenditures is still in discussion between KNU and the Project at the time of the Terminal Evaluation.
	Factors contributed to achieve the project purposes (Degree of achievement of Outputs)	Is KRJC's reputation among the Kyrgyz people and in business society high?	Perception of attendees Perception of companies and industry Perception of Experts, C/Ps	
	Has KRJC been managed efficiently and effectively, and accessible for general public?	Number and capabilities of KRJC staff Balance between income and expenditure Perception of Experts, C/Ps		

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Effectiveness	<p>Factors contributed to achieve the project purpose (Degree of achievement of Outputs)</p>	<p>Have business courses been continuously offered to provide practical knowledge and skills on the market economy? Has the implementation of the courses gradually been localized?</p>	<p>Number of the courses and participants Degree of satisfaction by the participants Perception of Experts, C/Ps</p>	<p>Details of implementation results of Business Courses are shown on Annex 8.</p> <ul style="list-style-type: none"> Between 2003 and 2005 two medium-term (5-month) courses for entrepreneurs and around 30 seminars in different topics were organized by the initiatives and planning by a Japanese long-term expert for business course. From the latter half of fiscal 2005 business course planning and management became to be mainly implemented by the Japanese consultant team which provided several short-term experts in different areas contracted by JICA. Based on the Baseline Survey and Needs Survey conducted in December 2005, course structure was organized as follows; <ul style="list-style-type: none"> (1) A-course (Practical Business Management Course: 3 months): Total applied 292, Total participants 140 (2) B-course (Focused Industry Course: 3 weeks): Total applied 65, Total participants 41 (3) C-course (Focused Topic Course: around 10 days) Total applied 341, Total participants 267 (4) D-course (Seminar for wide ranges of audience: 1 day) Total applied 2,617 Total participants 1,797 In addition to those courses, 7 JICA-Net seminars in different topics were held with a total participation of 374 people. Total numbers of applicants and participants from the Project's launching until July 2007 reached to 3,209 and 2,171, respectively. In the remaining period, the numbers of applicants and participants are expected to be around 960 and 750, respectively, which will make the total numbers for the whole project period around 4,110 and 2,920, respectively. According to the questionnaire survey by the Project, 89% of participants showed their satisfaction. Total number of local lecturers who participated in business course implementation reached to 19 in 44 occasions, of which 9 made lecturing and course implementation in the first half of 2007. Continual efforts to find potential lecturers and 4 steps of technical transfer from the Japanese experts contributed to increasing the share of course implementation time by local lecturers from 13.4% at the beginning to 51.3% for the first 4 months of JFY 2007. Technical transfer for management and administration of business course planning and implementation to local staff of KRJC was constantly enhanced. However, 3 staff who received technical transfer for business course administration already left KRJC. At the time of terminal evaluation there are one core staff who have experience for 1 year and 8 months and 2 newly-recruited staff.

Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Effectiveness	<p>Factors contributed to achieve the project purpose (Degree of achievement of Outputs)</p>	<p>Have Japanese language courses been continuously offered to fulfill the needs of general public, professionals in business and public sector, and Japanese Language teachers? Has the implementation of the courses gradually been localized?</p>	<p>Number of the courses and participants Degree of satisfaction by participants Achievements of Japanese language proficiency of the participants Perception of Experts, C/Ps</p>	<p>Details of implementation results of Japanese Language Courses are shown on Annex 9.</p> <ul style="list-style-type: none"> Four (4) different types of major courses below and additional activities had been implemented until June 2007. <ol style="list-style-type: none"> Regular courses (such 4 different courses as Beginner I, Beginner II, Intermediate I and Intermediate II: <ul style="list-style-type: none"> 1 year (330 hours) for each course) Total participants 332, Completed 210 Advanced level course (4 months) Total participants 80, Completed 42 Video course (To be familiarized with Japan while learning introductory Japanese) Total participants 382, Completed 225 Courses on preparation for Japanese Language Proficiency Test and courses for translators/interpreters: 62 Total number of participants for above courses reached to be around 860 until the end of July 2007, of which 524 successfully completed their courses with certifications. In addition to that there were more than 750 participants for Japanese language speech contest and other activities during the same period. In the results of the questionnaire survey conducted in June 2006, 96 % of regular course participants showed high level of satisfaction. When the Japanese Language Proficiency Test was held in December 2006 with participations by around 200 Kyrgyz people, 20 KRJC attendees for Japanese Language Courses took the Test, of which 13 passed it. As of September 2007, 8 local teachers and 3 Japanese teachers including 1 Expert conduct Japanese language course implementation. Efforts to find potential, qualified local teachers and to provide technical transfer and guidance from Expert to local teachers have been continued. However, it is a fact that there are still shortages of well-qualified, experienced local lecturers and experienced teachers at KRJC sometimes leave the organization because of their getting opportunities to continue their learning in Japan. Technical transfer for management and administration of Japanese course planning and implementation to local staff of KRJC has been carried out. One well experienced local teacher who was long in the position of the course manager and the current course manager have been major destinations of technical transfer. At the moment, course management by the Kyrgyz local staff with the assistance by the Japanese expert is smoothly implemented.

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Effectiveness	<p>Factors contributed to achieve the project purpose (Degree of achievement of Outputs)</p>	<p>Have publication and visual materials related to Japan in such field as economy, society, and culture been provided? Has KRJC been fully utilized for activities for exchange programs between the two countries?</p>	<p>Number of participants for the events Accessed numbers for Homepage Perception of Experts, C/Ps</p>	<p>Details of implementation results of Exchange Activities for Promoting Mutual Understanding are shown on Annex 10.</p> <ul style="list-style-type: none"> In total 46 events of various types were organized in the past 4 years and the total number of participants reached to more than 11,000. These activities varies from such events as Japanese movie show to large-scale festival events such as Satsuki-Matsuri, Momiji-Matsuri, and other music festivals, all of which were participated by hundreds of Kyrgyz people. JICA-Net has been utilized in several events in order to increase opportunities of direct communication between the people of the two countries. KRJC started offering IT courses for the hearing impaired from April 2006. In total 8 courses have been implemented with assistances of sign language translators until the time of the Terminal Evaluation with total participants of 159 including 30 children. Several former students who acquired good skills now implement the courses as tutors. In addition to those events, such regular, continuous activities as Japanese drums (wadaiko), art of calligraphy (shodo), paper art (origami) and others have been organized as cultural circles with total participations by more than 80 people. Visitors to KRJC can freely read books, see DVDs and listen to CDs at the library and other spaces at KRJC. Total number of visitors to KRJC reached to 5,128 in July 2007 according to the data at the reception desk, while the actual number of visitors per month is estimated to be at least 1,800 between May and July in 2007. Membership system has been introduced since October 2005 that enables visitors to rent books, CDs and DVDs from the library with a cost of KGS 250 (= US\$6.25) per annum. 260 people held a membership at the time of the Terminal Evaluation. KRJC Website was launched in April 2004 and the number of access between May and September in 2007 was around 3,200. However, there are voices that response time, system performance and stability of KRJC Website is not always good due to some technical reasons. Technical transfer for management and administration of Exchange Activities' planning and implementation to local staff of KRJC has been continued. One local chief manager and 3 local managers as well as other staff have become capable of planning and coordinating various events with some assistance of the Japanese expert. "Japan Center Journal" has been published and around 200 copies have been distributed to many different government agencies and universities since April 2007. Such different means as newspaper article, interviews, leaflets, CDs and Website have been utilized for providing information and promotion. Appropriate link between Japanese Language Course and Mutual Understanding Activities increased learner/participant's interests and motives for further learning of the language and participation to various programs of KRJC, which increased the effectiveness. According to the questionnaire/interview survey at the Terminal Evaluation, many Japanese Course participants replied that they often participated in Mutual Understanding activities. Close communications and collaboration with the Association of Japanese Language Teachers in the Kyrgyz Republic seem to have contributed to the increase both effectiveness and impact of the Project. The organization consists of around 45 local teachers and many of them have been participants of Advanced level course and other events at KRJC. While Experts and KRJC staff have contributed a lot to coordinating and administering activities of the organization, the both have collaborated with organizing such various events as speech contests. Several different means of advertisement and delivering project information was implemented. Total numbers of newspaper article, magazine articles, TV programs and radio programs amounted to 67, 6, 15 and 4 in the past, respectively. Those numbers between April and August in 2007 were 18, 3, 3 and 3, respectively, which shows that the Project tries to increase its promotional activities.
	<p>Are there any other contributing factors?</p>	<p>Perception of companies and industry Perception of Experts, C/Ps</p>		

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Effectiveness	Factors hampered to achieve the project purposes	Degree of influence by personnel change or resignation of C/Ps, lecturers and staff	Number of persons changed or resigned, and its reasons Perception of Experts, C/Ps	<ul style="list-style-type: none"> Current Kyrgyz Co-Director of KRJC, the only one C/P from the Kyrgyz side, is the third one in the past four and a half years. There was a period (more than 6 months) when the Kyrgyz C/P was not appointed. Frequent change and inexistence of C/P for some time made it difficult to implement the Project in an effective manner, although Experts and KRJC staff managed to overcome these difficulties and kept an appropriate level of Project's effectiveness. There were several leaves of KRJC staff who increased administrative and managerial ability, which somewhat hampered the effectiveness, though not so critical. Positions of staff leaving KRJC were successfully replaced by newly-recruited ones and by personnel rotation inside the organization.
		Was KRJC able to get appropriate budget?	Annual budget, financial tables Perception of Experts, C/Ps	
Efficiency	Appropriateness of quantity, quality and timing of inputs from the Japanese side	Other factors influenced	Perception of companies and industry Perception of Experts, C/Ps	<ul style="list-style-type: none"> Floor space provided to the Project is about 850 m² with 5 classrooms. According to the questionnaire/interview surveys at the Terminal Evaluation, all Experts and KRJC staff expressed their concerns that the space is not enough for further development of the Project, while the issue may currently hamper the effectiveness because of frequent conflicts of classroom assignment among programs. This view was confirmed by the Team that observed several occasions many learners sitting in a rather small classroom or even at a very small self-learning room. Although the issue was discussed in the last JCC meeting held in May 2006 and the Kyrgyz side agreed to look for a good solution, there had not been any improvements until the Terminal Evaluation.
		Appropriateness of number, specialty, timing of dispatched Japanese long-term and short-term experts	Record of dispatch of Experts Achievements /performance of experts Perception of Experts, C/Ps	
		Appropriateness of number, training contents, period and timing of training in Japan	Records of training in Japan Perception of Experts, C/Ps	<ul style="list-style-type: none"> Eleven local staff and lecturers, 10 Business Course graduates with excellent scores and 5 people from such project-related organizations as the Chamber of Commerce and Industry and the Kyrgyz government received trainings in Japan. Those numbers and contents of the programs are judged to be appropriate enough to increase the Project efficiency, according to the questionnaire/interview surveys. However, there were several voices that the timing of training of KRJC staff was sometimes inappropriate, because some training was implemented in a very busy period for KRJC activities.

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Efficiency	Appropriateness of quantity, quality and timing of inputs from the Japanese side	Appropriateness of type, quantity and timing of provided equipment	Placement of equipment Utilization condition of equipment Perception of Experts, C/P	Necessary equipment for activities was provided, as scheduled. Questionnaire/interview surveys revealed that Experts, KRJC staff and lecturers, and KRJC service users recognized that type and quality of equipment was almost good enough for efficient implementation of the Project. There were some voices that size and quality of desks and chairs for training were not appropriate compared to the fact that the size of KRJC classrooms is rather small. There were also some voices from Experts and staff that quality and processing speed of PCs have become somewhat obsolete.
	Appropriateness of quantity, quality and timing of inputs from the Kyrgyz side	Appropriateness of number, placement and capacity of C/Ps	Placement of C/Ps Results /working performance of C/Ps Perception of Experts, C/Ps	
		Appropriateness of placement of managers, staff and lecturers	Placement of managers, staff and lecturers Perception of Experts, C/Ps	C/P of the Project is the Kyrgyz Co-Director alone dispatched by KNU, as originally designed. The number (1) is the smallest among all Japan Center projects. There was a period when the Kyrgyz C/P was not appointed in 2006, and the current Co-Director who took the position in April 2007 has difficulties in taking much time for the Project, because he is a faculty member of KNU also being a director of KNU Human Resource Development Center.
				<ul style="list-style-type: none"> Local managers and staff of KRJC have properly been assigned and all of them are capable enough and highly motivated for implementing the Project efficiently. (Organization chart of KRJC is on Annex 2.) Some core members of KRJC staff are graduates of Japanese Language Courses. In total 19 local lecturers implemented different subjects for Business Courses in 44 occasions. The share of course implementation time by local lecturers in Business Courses increased from 13% in JFY 2004 to 51% in the previous half of 2007. In Japanese Language Courses 15 local teachers were assigned in total in addition to 8 Japanese lecturers including 3 Experts. Efforts to find potential, qualified lecturers are continuously made. As explained before, it is evaluated that limited size and number of classrooms hamper the efficiency of the Project to a certain extent. Quality of floor and facility is almost satisfactory after the renovation of the floor space at the initial stage of the Project, according to the questionnaire/interview surveys at the Terminal Evaluation. KRJC is conveniently located and easily accessed by many Bishkek citizens.
		Appropriateness of quality, size and convenience of building and facilities for the Project	Current condition of building/facilities Perception of attendees Perception of Experts, C/Ps	
		Appropriateness of budget size of the Project	Annual budget, financial statement Perception of Experts, C/Ps	JICA is supplying enough amount of budget for the current operation of the Project, while water and electricity costs are covered by KNU. Budget size of the KRJC was US\$ 232,260 in JFY 2006. According to the questionnaire/interview surveys, the amount of the budget was appropriate enough for making effective operation of KRJC.

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Efficiency	Appropriateness of quantity, quality and timing of inputs from the Kyrgyz side	Appropriateness of recruitment and training of Kyrgyz lecturers	Recruitment and training system Achievements /performance of lecturers Perception of Experts, C/Ps	<ul style="list-style-type: none"> The Project has constantly made efforts to find potential, qualified local lecturers both in Business Courses and Japanese Language Courses. The results of recruitment and working record of local lecturers shows that recruitment of those lecturers have been conducted smoothly in general though having continual difficulties to find qualified, well-experienced lecturers. Training of lecturers was properly implemented through on-the-job training, guidance/advice from Experts and occasional training in Japan for core lecturers. In Business Courses, four steps of technical transfer from the Japanese experts were clearly defined and implemented.
	Appropriateness of project management	Has JCC functioned appropriately? Have monthly/weekly meetings in KRJC functioned appropriately?	Number of JCC held and its records Perception of Experts, C/Ps Number of meetings held and their records Perception of Experts, C/Ps	<p>Responsibilities and functions of JCC, a supervisory board, are clearly defined by the articles of the Charter of the Public Fund, "KRJC". Although JCC was held three times until now, there was a period when JCC was not held for 1 and a half years until March 2007. Many see that JCC contributed to sharing information among related people and bodies to some extent but not enough to making a proper planning and monitoring, according to the questionnaire/interview surveys.</p> <p>From the beginning of the Project implementation, monthly, weekly and occasional meetings participated by KRJC staff and Experts were held in order to promote technical transfer in management and administration of KRJC and to improve communication among the Project members. These meetings are judged to function appropriately.</p>
	Appropriateness of project management	Have understanding among C/Ps, lecturers, staff and Experts been increased?	Agenda of meetings Communication among Project members	Understanding among KRJC staff and Experts improved quite well because of very frequent meetings with good level of communication and co-working. Local lecturers both in Business and Japanese Language seem to have increased their understanding about the Project, Experts and KRJC staff in each field. Due to replacement of Co-Director two times and his/her absence for a certain period, the level of understanding between the C/P and Experts seems to be not satisfactory enough, and therefore, much more frequent communication by an active participation by the Kyrgyz C/P would be expected.
	Cooperation with other organizations	Was there any positive interactions with other Japan Centers in Central Asia	Perception of Experts, C/Ps	<ul style="list-style-type: none"> Meetings participated by the Japanese directors in Japan Centers in Central Asia and Mongolia were held three times in different countries, which contributed to increasing common sharing of experiences and know-how of effective management of Japan Centers. Information sharing among local staff among 3 Japan Centers increased, particularly after the training held in Tashkent, Uzbekistan, in April 2007 in the field of Mutual Understanding activities. Establishing and operating "Chat-room" on KRJC Website is planned for better communication among KRJC graduates and Japan Center graduates in Kazakhstan, Uzbekistan and the Kyrgyz Republic.

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation																	
	Main Questions	Sub Questions																			
Efficiency	Cooperation with other organizations	Was there any effective cooperation with other organizations?	Perception of companies and industry Perception of Experts, C/Ps	<ul style="list-style-type: none"> In Business Course implementation, such organizations as the Chamber of Commerce and Industry, Congress of Business Association and EBRD TAM-BAS program have contributed to providing course information to member and related companies and organizations. Osh National University, Osh Branch of Kyrgyz Chamber of Commerce and Industry, Osh State Government and KRJC jointly organized a business seminar in Osh, a southern part of the country, in March 2007. More than 200 business and related people participated in the event, which could promote the transfer of knowledge and experiences in business start-up and expansion to local regions. In Japanese Language course implementation there was an efficient communication and cooperation with the Association of Japanese Language Teachers in the Kyrgyz Republic. In Mutual Understanding Activities there was a close communication and cooperation with the Embassy of Japan, and there was an efficient cooperation with the Association of the Hearing Impaired to organize IT courses for those people. 																	
Impact	Factors increased or hampered efficiency	Other factors influenced	Perception of Experts, C/Ps	<ul style="list-style-type: none"> Charging an appropriate level of tuition fee for both Business and Japanese Language Courses increased the eagerness of attendees for learning and decreased drop-out rate during the courses, while the number of applicants did not decline at all. This view was endorsed by the questionnaire/interview surveys at the Terminal Evaluation. Japan Overseas Cooperation Volunteers (JOCVs) have been actively involved in Mutual Understanding activities and sometimes contributed to complementing the Project's efficiency in Japanese Language education. 																	
	Prospects for achievement of the overall goal	Will the overall goal be achieved in 3-7 years after the completion of the Project?	Perception of attendees Perception of companies and industry Perception of Experts, C/Ps	<ul style="list-style-type: none"> Overall goal 1 is judged to be achievable over long term, although the degree of contribution of the Project in a long run is not clear at the time of the Terminal Evaluation. Some figures in "Transition Report 2006" by EBRD show that the country's transition to a market economy progresses with a rather slow pace. According to "Doing Business" indicators surveyed and disclosed by the World Bank/IFC, the rank of the Kyrgyz Republic improved from the 104th in 2005 to the 90th in 2006. <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Share of Private Sector (%)</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>GDP</td> <td>65.0</td> <td>65.0</td> <td>75.0</td> <td>75.0</td> <td>75.0</td> </tr> <tr> <td>Employment</td> <td>79.7</td> <td>80.3</td> <td>80.9</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table> <p style="text-align: center;">Source: "Transition Report 2006" (EBRD)</p> <ul style="list-style-type: none"> Many course graduates from KRJC's Business Courses admitted that they succeeded in increasing their business performances, starting new businesses and getting higher positions in their business career, but it is not quantitatively clear to explain the degree of contribution of KRJC's activity to the country's smooth transition to a market economy. Although it is too early to judge, overall goal 2 is expected to be achieved over long term, if various activities of KRJC will continue and further be strengthened in the future. Because there are no clear measurable indicators at the time of the Terminal Evaluation, it is difficult to judge the degree of achievement of overall goals attributed by the Project. 	Share of Private Sector (%)	2002	2003	2004	2005	2006	GDP	65.0	65.0	75.0	75.0	75.0	Employment	79.7	80.3	80.9	N/A
Share of Private Sector (%)	2002	2003	2004	2005	2006																
GDP	65.0	65.0	75.0	75.0	75.0																
Employment	79.7	80.3	80.9	N/A	N/A																

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Impact	Economic aspects	Is improvement of attendees' knowledge and skills contributing to better business performance of Kyrgyz companies?	Perception of attendees Perception of companies and industry Perception of Experts, C/Ps	<ul style="list-style-type: none"> According to the questionnaire survey by the Project, among 76 graduates from A-courses in the past, 8 people (11%) started new businesses, 15 (20%) improved existing business performance, 14 (18%) expanded their businesses and 7 (9%) succeeded in their career advancement, which suggests that there should be a certain degree of economic impact. At an exhibition "New Horizons in Crafts" held in August 2007 new handicrafts that would meet different tastes and demands of foreigners and the Japanese people were displayed and sold as concrete achievements of 2-week Business Course for handicraft development with participations by 58 related business people. Questionnaire/Interview surveys at the Terminal Evaluation showed that 3 Business Course participants (100% of respondents) and 25 Japanese Language Course participants thought that they obtained concrete economic benefits or increased their technical proficiency in Japanese Language However, the scale and degree of economic benefits for them cannot be clearly measured nor estimated at the time of the Terminal evaluation.
	Social aspects	Will the relationship between the people in Kyrgyz and Japan be strengthened through activities of KRJC?	Perception of attendees Perception of companies and industry Perception of Experts, C/Ps	<ul style="list-style-type: none"> IT courses for the hearing impaired that started from April 2006 have been highly regarded as a valuable approach for increasing the capacity and job opportunities for those socially vulnerable people. Several former students who acquired good skills now implement the courses as tutors, receiving some lecturers' fee, and it is believed that those people have highly increased their motivations and hopes for social participation. There was also a JICA-Net seminar that provided an opportunity for direct communications and discussions between the hearing-impaired between the two countries.
	Other aspects	Are there any effects to other similar organizations and universities?	Activities of other organizations/universities Perception of Experts, C/Ps	<ul style="list-style-type: none"> Some lecturers from Academy of Management, University of Central Asia and Bishkek Academy of Finance and Management (BAFE) have participated in the Project as lecturers of Business Courses. Many of them seem to have utilized increased capacity for providing practical business training with Japanese experiences in lectures and courses in their home campus. This view was endorsed by interview surveys at the Terminal Evaluation. Because both organizations provide lots of training/seminar programs mainly for young Kyrgyz people, this could contribute to the acceleration of the country's transition to a market-oriented economy in a longer-term. Close communications and collaboration with the Association of Japanese Language Teachers in the Kyrgyz Republic seem to have contributed to the increase the impact of the Project. The organization consists of around 45 local teachers from different universities and educational institutions, and most of them received opportunities of obtaining advice and technical assistance from Experts and KRJC members. This suggests that there should be some positive impact to a wider range of Kyrgyz people through the achievement of a certain degree of capacity development of those local teachers by the Project activities.

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
	Institutional aspects	Is the vision and positioning of KRJC clear?		
Sustainability		Will support from related agencies continue?	<ul style="list-style-type: none"> The Charter of the Public Fund "KRJC" was approved by KNU in December 2004 and by the Justice Ministry in February 2006. Legal status, vision and positioning of KRJC are clearly stated on the Charter, which authorizes KRJC to provide various training programs and services by charging tuition fee as a "Non-profit Organization (NPO)". Aims and tasks of KRJC are defined on the Charter as; "further economic cooperation development between the Kyrgyz Republic and Japan"; "qualified specialists preparation in the fields of education, economy, management and others"; and "cultural and humanitarian relations strengthening between Kyrgyzstan and Japan". Although the Kyrgyz government recognizes that the Project is significant, concrete measures for support for supporting KRJC is not visible. More concrete support and cooperation by several business organizations, universities in local region, NGO and donor programs are expected to increase, according to the questionnaire/interview surveys at Terminal Evaluation. 	
	Organizational aspects	Is work-force plan adequate?	<p>Organization chart has been a clearly established and there is a good understanding about responsibility sharing among the Project members. Taking into account the fact that KRJC lecturers and staff tend to leave and be replaced frequently, KRJC is expected to formulate an efficient organizational mechanism in order to assure the stability and continuity of the effective operation of KRJC.</p>	
	Does the organization have operation and management capabilities to continue the Project?	Operation and management plan Perception of Experts, C/Ps	From the managerial and administrative point of views, KRJC seems to have rather high potential to continue the Project in effective manner. This view was endorsed by the questionnaire/interview surveys at the Terminal Evaluation, in which 100% of KRJC lecturers and staff (12 people) who responded replied that KRJC has an enough organizational/managerial sustainability, while 60% of Experts (3) replied for the same.	
	Has the organization formulated operational plans for whole KRJC and each training course/seminar?	KRJC (annual) operational plan Course/seminar implementation plan Perception of Experts, C/Ps	KRJC has a clear annual work plan for the purpose of the Project, and the organizational mechanism to continue the efforts have been properly established. However, considering the importance of securing the Project's sustainability from a longer point of views, KRJC should elaborate the formulation of the organization's concrete work plan for further promoting and expanding is programs in the future.	

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Sustainability	Financial aspects	Is the financial situation of KRJC good?	Financial data of KRJC Perception of Experts, C/Ps	<ul style="list-style-type: none"> Although the building and floor spaces for the Project is provided by the Kyrgyz side, all the operational expenses of KRJC is supplied by the Japanese side except water and electricity costs covered by KNU. In this respect, though the Project currently does not seem to have much problem for its daily operation from the financial point of view, the organization has a financial vulnerability in a long-term. While KRJC has started charging tuition fee, as described below, KRJC is requested to make a basic policy for efficient planning of revenues and expenses for KRJC in a more detailed manner in order to overcome KRJC's financial vulnerability KRJC has started charging and collecting tuition fee of both Business and Japanese Language Courses since September 2005 after the establishment of its legal status as NPO and educational institution. Annual income from Business Courses increased by 14.6% from 563,675 soms in the first year (Sep/2005 – Aug/2006) to 646,085 soms in the second year (Sep/2006 – Jul/2007), and the same for Japanese Language Courses increased by 21.7% from 327,225 soms to 398,350 soms during the same period. In 2,095,250 soms of total self-income of KRJC in the past two years, revenue from Business Courses occupied 57.5%, the same from Japanese Language Courses did 34.6, and the remaining came from membership fee and others. Total amount of KRJC self-income stays at the level of 6-16% to the total annual expenses. Although the amount of self-income of KRJC is judged to be gradually increased in the future because of the existence of strong needs for implemented courses, there is not much possibility that KRJC can sharply improve its cost-recovery ratio.
		Are efforts for independent securement of financial resources proceeding smoothly?	Amount of self-income Cost-recovery ratio Perception of Experts, C/Ps	
		Will any other Kyrgyz organizations give financial support for KRJC?	Perception of companies and industry Perception of Experts, C/Ps	

JFY*	KRJC Expenditure** (US\$)	KRJC Revenue*** (US\$)	Ratio
2003	360,358	0	0.0%
2004	305,138	0	0.0%
2005	191,178	12,742	6.7%
2006	232,260	35,728	15.4%
2007	57,467	3,911	6.8%
Total	1,146,401	52,381	-

(Note) *: JFY is Japanese Fiscal Year (from April to March). Figure for 2007 is that of until June.
 **: Expenditure was provided by the Japanese side, which includes salary for local staff and lecturers but excludes costs for equipment.
 ***: Currently, only tax is paid from the KRJC revenue. Total amount of tax paid was US\$ 5,331 until June 2007, and the amount of accumulated cash was US\$ 47,051 at the end of July 2007.

There was one financial contribution from a private company for a program in Mutual Understanding Activities in 2007. However, it is not realistic to expect much financial contribution or donation from other private and public organizations in the future. According to the questionnaire interview surveys at the Terminal Evaluation, a couple of business-related organizations showed their interests in organizing joint programs by cost-sharing with KRJC, but it is judged that it will not become a big financial resource in the near future.

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Evaluation Criteria	Evaluation Questions		Information/data required	Results of evaluation
	Main Questions	Sub Questions		
Sustainability	Technical aspects	Will C/Ps, lecturers and staff who acquired skills and knowledge keep working?	Stability of C/Ps, lecturers and staff Perception of Experts	<ul style="list-style-type: none"> There were several leaves of KRJC lecturers and staff that increased their ability. There are always risks that they do not tend to work long in the same organization, because they have many other opportunities to advance their careers and to study more abroad for those who have high potentials.
		Will C/Ps, lecturers and staff have ability on managing and conducting training courses/seminars by themselves?	Personnel plans Work plans Perception of Experts, C/Ps	
		Are numbers of teaching materials increasing and their quality improving? Will other organizations and industries give technical and operational support?	Training materials Perception of Experts, C/Ps Perception of companies and industry Perception of Experts, C/Ps	<ul style="list-style-type: none"> In Business Courses all the syllabus, cases and teaching materials have been improved regularly and properly accumulated. In Japanese Language Courses teaching materials have constantly been improved and they are properly accumulated in KRJC. <p>At the time of the Terminal Evaluation, there were no such contributions by any other organizations.</p>

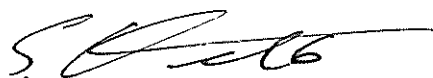
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**MINUTES OF MEETINGS ON IMPLEMENTATION OF
JAPANESE TECHNICAL COOPERATION FOR
“THE KYRGYZ REPUBLIC-JAPAN CENTER FOR HUMAN DEVELOPMENT”
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY AND
KYRGYZ NATIONAL UNIVERSITY NAMED AFTER J. BALASAGYN**

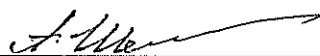
The Japanese Terminal Evaluation Team of Japan International Cooperation Agency (hereinafter referred to as “JICA-Team”) and Kyrgyz National University had a discussion for the purpose of working out the details of the technical cooperation project concerning Kyrgyz Republic-Japan Center for Human Development (hereinafter referred to as “KRJC”) on the 1st of October in 2007.

As a result of the discussion, JICA-Team and Kyrgyz National University agreed to make Minutes of Meetings in order to confirm the mutual understanding reached through the discussion as attached hereto.

Bishkek, 2nd October, 2007



Mr. Shinji UMEMOTO
Team Leader, Terminal Evaluation
Team
Japan International Cooperation Agency



Mr. Shekekov Asker
Director,
The Center of Human Resource Development
Kyrgyz National University named after J.
Balasagyn /
Co-Director,
The Kyrgyz Republic-Japan Center for
Human Development(KRJC)



Mr. Michihiro HAMANO
Co-Director
The Kyrgyz Republic-Japan Center for
Human Development(KRJC)

Attached Document

1. Administration of the Kyrgyz Republic-Japan Center for Human Development

(1) Dispatch of KNU personnel to KRJC

- KNU considers of dispatching at least one KNU personnel to KRJC as a coordinator who is responsible for making coordination between KNU and KRJC and also for working as an assistant to the Kyrgyz Co-Director of KRJC.
- In the process of selection and dispatch of the coordinator described above KNU considers of allocating an appropriate person who has enough knowledge and experiences that meet the needs of KRJC activities.
- Working conditions of the coordinator will be discussed later by the both sides.

(2) Expansion of floor spaces and the number of classrooms of KRJC

- In a few weeks "Humanitarian Licee" that is now located in the No.7 Building of KNU will be transfered to the No.6a Building of KNU, and then KRJC will probably be provided with additional floor spaces and the number of classrooms.

(3) The use of self-income of KRJC

- Self-income generated by KRJC should be used for the purpose of contributing to the Project's activities under a common understanding that generated cash by KRJC is a common asset between the Kyrgyz and the Japanese sides. Both sides will make an agreement about a basic policy when self-income of KRJC is to be consumed.

2. Activity

(1) Business Courses

- KNU and KRJC will share relevant information about both MBA Courses organized by KNU and Business Courses implemented by KRJC in detail. Having detailed information, KNU and KRJC will discuss about directions and concrete activities for increasing collaboration between them.

(2) Japanese Language Courses

- Based on the recommendations at the Terminal Evaluation, KNU and KRJC will discuss concrete activities for increasing KRJC's cooperation for Japanese language education at KNU.



3. Others

Both KNU and KRJC will make appropriate and sufficient discussion on the matters stated above from now on, which will make it possible to finalize the conclusions (clear directions of those issues) until the end of January 2008 at the latest.

END

GP AAK

