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キルギス共和国日本人材開発センター（フェーズ2） 活動方針・計画に関する協議結果

I 事前評価調査

1. 調査目的・実施概要

キルギス共和国（以下、「キルギス」という）日本人材開発センター（以下、「KRJC」という）プロジェクトは、2003年4月1日より開始され、2008年3月31日に5年間の協力期間を終了する。プロジェクト終了に先立ち、2007年9月にはキルギス政府より本プロジェクトのフェーズ2の協力要請があり、それを踏まえて同月にJICA並びに国際交流基金によりプロジェクトの終了時評価を実施した。

今般、フェーズ2の要請採択がほぼ内定していることから、2008年4月からの円滑なプロジェクト実施に向けて、①2007年9月に実施したフェーズ1終了時評価調査結果並びに「日本センター事業支援委員会」での検討結果を踏まえ、カウンターパート機関〔キルギス民族大学（以下、「KNU」という）〕並びに先方政府関係機関（財務省、科学教育省）、他ドナー〔欧州復興開発銀行（EBRD）〕とフェーズ2の協力の枠組み、Master Plan（案）について協議を行い、合意を形成し、②合意結果についてミニッツ（M/M）を作成し、関係機関間で署名を行った（付属1参照）。

2. 調査団の構成及び調査日程

(1) 調査団員構成

氏名	担当分野	所属
梅本 真司	団長/総括	JICA 社会開発部日本センターチーム長
安達 裕章	協力企画/評価分析	JICA 社会開発部日本センターチーム

(2) 調査日程（案）

月日・曜	訪問内容
1/23（水）	ビシユケク着/JICA 事務所/KRJC との打合せ（総務）
1/24（木）	KNU との打合せ（その1）/日本大使館訪問/KRJC との打合せ
1/25（金）	財務省、科学教育省、大統領府との打合せ/KRJC との打合せ（ビジネスコース）
1/26（土）～27（日）	資料整理/M/M 案修正
1/28（月）	EBRD（BAS プログラム）との打合せ/KRJC との打合せ（日本語コース、相互理解促進事業）
1/29（火）	KNU との打合せ（その2）/KRJC スタッフとの意見交換/M/M 案修正・報告書作成
1/30（水）	KNU との打合せ（その3）/KRJC との打合せ/M/M 案修正・報告書作成
1/31（木）	事前評価報告会の開催（M/M 署名）/日本大使館報告
2/1（金）	JICA 事務所報告、ビシユケク発
2/2（土）	成田着

3. 主要面談者（案）

<キルギス側>

(1) キルギス民族大学 (Kyrgyz National University : KNU)

Mr. Yrysbek Omurkanov, Rector

Mr. Shekekov Asker, Co-Director of KRJC

(2) 財務省 (Ministry of Finance)

Mr. Melis Mambetjanov, Permanent Secretary

Mr. Baigonchokov Mirlan, Head of External Financial Aid Department

(3) 科学教育省 (Ministry of Science and Education)

Mr. Jabiev Aziz, Senior officer of International Department

<日本側>

(1) 在キルギス日本国大使館

笠井 達彦 臨時代理大使

柴田 勉 二等書記官

井上 広勝 二等書記官

(2) JICA キルギス事務所

中野 智 所長

吉村 徳二 所員

(3) キルギス日本人材開発センタープロジェクト専門家

濱野 道博 日本側共同所長/チーフアドバイザー

小田桐 久夫 業務調整員

尾崎 裕子 日本語コース運営管理

堀口 一則 ビジネスコース・コース運営管理

(4) JICE (留学生支援無償 JDS)

上原 まきこ Project Coordinator

鈴木 翔太 留学生部 留学生事業課

<他ドナー>

EBRD

Mr. Shaktybek Imashov, National Program Director, Business Advisory Service Program

4. 調査結果内容

以下の内容についてキルギス側と基本合意した。

(1) プロジェクト全体

1) フェーズ1で築いたセンター運営管理基盤を基に、フェーズ2ではより個々の事業の活動のねらいを明確にし、投入の選択と集中を進めていく。

2) フェーズ1で実施してきた3事業（ビジネスコース、日本語コース、相互理解促進

事業)の活動をフェーズ2ではビジネスコースを強調しつつ、各事業をより効果的な内容へ見直すとともに、相乗作用を高めることを意識した活動を行っていく。

- 3) プロジェクトをより効果的かつ円滑に進めていくために、カウンターパート機関である KNU の本プロジェクトに対する主体性を促進していく。

(2) センター運営管理

センター運営管理体制の強化のために、

- 1) 中期的な人員配置計画及び育成計画を 2008 年度の第 1 四半期中に策定し、それに即した人材育成を行っていく。
- 2) KNU は新たに本プロジェクトの活動に必要な教室スペースを 3 階に用意し、KRJC は必要に応じてその修繕を行う。
- 3) KNU は KRJC との関係強化のために、プロジェクトコーディネーターを配置する。

<キルギス側との合意事項の詳細>

① 増床問題について

- ・ 7 号館 3 階 313 号室 (26.1 m²) がキルギス側より提供される。1 月 30 日以降、任意の時期に改修工事を開始する。
- ・ このほか、既に半地下 3 部屋 (計 72.9 m²: 教室としての利用は不相当) も和太鼓練習、倉庫用としてキルギス側より提供される。

② キルギス側プロジェクトコーディネーターの配置について

- ・ KRJC と KNU 間の調整役兼キルギス側共同所長の秘書役として、少なくとも 1 名のコーディネーターを KNU より派遣する。
- ・ 現時点では候補者は未定。KRJC 側は早急にプロジェクトコーディネーターのタームズ・オブ・レファレンス (TOR) を策定する。

<今後の進め方>

① 増床問題について

- ・ 3 階 313 号室については可能な範囲で 2007 年度内に改修工事を実施する。
- ・ 既存施設スペースの有効利用のために 2007 年度内に PC 教室のデスクトップ型の PC (16 台) をノート型に変更し、ビジネス、日本語コースでも利用できるようにする。

② キルギス側プロジェクトコーディネーターの配置について

- ・ TOR の策定と併せて、就業形態、人件費負担についても KNU 側と引き続き調整を進める。

(3) ビジネスコース

事業の有効性、インパクトを高めるために、

- 1) KRJC は主に「サービス業・商業分野」に焦点を置いてビジネスコースを実施する。
- 2) EBRD と連携したコンサルタント育成をビジネスコースで実施する。
- 3) JICA のキルギスにおける農村開発プログラムとの連携を図っていく。

- 4) KNUが実施しているMBAコースの改善に向けて実践的なビジネススキルを提供し（講師派遣等）、両機関の連携強化を図っていく。
- 5) 中央アジアの域内連携（特にキルギスにとってのマーケットであるカザフスタンの促進に向けた活動を行っていく。
- 6) ビジネスコース修了生のフォローアップのための機会の提供を行っていく。

<合意事項の詳細>

- ① EBRDと連携したコンサルタント育成コースの実施について
 - ・ 「キルギス人がキルギス企業を指導できるようにする」ことを目的に、現地コンサルタント育成研修を双方の協力の下で行う。
 - ・ EBRD-BAS (Business Advisory Service) プログラムのための特設コースの設置ではなく、KRJCのビジネスコース卒業生も含めたコース設計とする。
 - ・ 連携によるEBRDのメリットは、日本人講師による質の高い研修の実施、KRJCビジネスコース実施情報の入手である。
 - ・ KRJCのメリットは、現地講師のリソースの拡充、BASコンサルタントへのKRJCビジネスコース修了生の登録、EBRD-BAS実施情報の入手、ビジネスコース講義内容の改善である。
 - ・ コース実施経費の負担については引き続きKRJC、EBRD双方で検討するが、KRJC側が講師（日本人専門家）の派遣、EBRD側は実施経費の一部負担（EBRD-BASからの参加者からの受講料徴収、セミナー経費の負担など）を前提に検討を進める（2008年度は試行期間として、2009年度以降からの実施において定められた経費負担を行っていく予定）。
- ② JICA農村開発プログラム（イシククリ州コミュニティ活性化プロジェクト：J-CEP）との連携について
 - ・ 現在のJ-CEPの枠組みで対応が難しい「マーケットイン」の視点に関するビジネス知識をKRJCのビジネスコースによって提供し、市場経済化へ向けた人材育成支援の相乗効果を促進する。
 - ・ 出前講座による基礎的なビジネス知識（マーケティング、原価計算等）の提供、製品のマーケット（ビシュケク、カザフ等）へのアクセスの場（見本市の実施）をKRJCが提供する。
- ③ KNUのMBAコースとの連携について
 - ・ 2008年度を試行期間と位置づけ、双方のコースへの講師派遣を中心に連携事例をつくっていくこととする。

<今後の進め方>

- ① EBRDと連携したコンサルタント育成コースの実施について
 - ・ EBRD、KRJC双方でカリキュラム、具体的な実施方法について検討する。（2月）
 - ・ KRJCビジネスコース次年度計画へ反映する。（3月）
- ② JICA農村開発プログラムとの連携
 - ・ J-CEPコンサルタントとの協議を行い、役割分担を行う。（2月）

<ul style="list-style-type: none"> ・ KRJC ビジネスコース次年度計画へ反映する。(3月) ・ キルギス事務所及び社会開発部サイドによる運営管理・調整 (4月以降) <p>③ KNU の MBA コースとの連携について</p> <ul style="list-style-type: none"> ・ ビジネスコース専門家と KNU-MBA コース担当者を中心に具体的な活動計画について、策定する。(2月) ・ KRJC ビジネスコース次年度計画へ反映する。(3月)
<p><その他> 聴覚障害者に対する IT コースについて</p> <p>実施規模、国別事業実施計画における障害者支援の位置づけ等から現時点では日本センターの 3 事業の活動に整理することは難しいことから、フェーズ 2 においては「現地 NPO 法人の独自事業」と位置づけ、その収益の運用の範囲内で研修を行うものとする。</p>

(4) 日本語コース

キルギスの日本語教育の質の向上のために、

- 1) 既存のコースの見直しと、現地教師育成プログラムを実施する。
- 2) 日本と関連のある学術分野に関心をもつ学生に対して、日本語教育を通じて日本研究や日本との学術交流ができる人材育成のための環境づくりを行う。

<p><合意事項の具体策></p> <p>① 既存のコースの見直しと、現地教師育成プログラムについて</p> <ul style="list-style-type: none"> ・ 初級～上級のコースは継続するものの、午前中のクラスは参加率が低いことから取りやめる方向で調整中。 ・ 年少者向けコース、ビデオコースは今後「相互理解促進事業」の一環で行っていくことを検討中。 ・ 日本語能力検定試験 1 級対策は、現地教師育成にも資することから継続する。 ・ 現地教師育成プログラム（教授法コース、セミナー、機関訪問による技術指導、本邦研修）を日本語教師会とも連携を図り、実施していく。 ・ KNU 付属の中等教育機関（リツエイ）での日本語教育の質の向上（教師研修、カリキュラム改善など）に向けた取り組みを支援する。 <p>② 日本研究、日キ学術交流のできる人材育成の環境づくりについて</p> <ul style="list-style-type: none"> ・ KNU、人文大学、アラバエフ大学以外の教育機関の優秀な学生のなかから日本留学に興味をもち、日本語学習を希望する人材を発掘する。 ・ 各機関への日本語コースの宣伝を行い、彼らが大学で専門分野の勉強をしつつ、KRJC で日本語の学習を行い、日本へ留学をすることを促す。
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(5) 相互理解促進事業

- 1) 日・キ両国の人的ネットワーク強化のために、KRJC は日本留学に関する情報提供サービスの強化を図り、また帰国留学生、JICA 研修員へのフォローアップのための活動を行う。
- 2) 両国の相互理解の促進度合いを測るために、数値で測定し得る指標の設定と、定期

的な評価・モニタリングを実施する。

<合意事項の具体策>

- ① 日キ両国の人的ネットワーク強化について
 - ・ 日本への留学に関する情報収集、発信を行い、KRJC を日本への留学生派遣の情報発信拠点とする。
 - ・ 日本留学経験者、JICA 研修員に関する情報を収集し、KRJC が帰国後の活動の「場」となるようにする（例：留学経験者の帰国報告会の開催など）。
- ② 両国の相互理解の促進度合いを測る指標の設定について
 - ・ 適切な指標の設定、モニタリングの実施方法については早急に策定し、定期的に促進度合いを測っていく（例：HP へのアクセス数、入館者数の推移、活動の満足度などをアンケート調査、聞き取り調査を通じて測る）。

5. 団長所感

KRJC はフェーズ 1 を 2007 年度末に終了し、2008 年度から直ちにフェーズ 2 を迎えることとなるが、2007 年第 2 四半期ごろから開始された日本センターの将来構想に大きく影響を受ける形で、フェーズ 2 開始当初からフェーズ 2 後を見据えた事業展開を図ることを命題としながら協力の枠組みを形成する必要があった。

しかしながら、中央アジアの場合、他のウズベキスタン、カザフスタンとともに相手国側の関与は限定的であり、事実上、事業の方針策定プロセスにおいては日本側の意思がほとんどそのままの形で事業として実施されてきたといえる。キルギスの場合、2007 年 9 月末の終了時評価実施において、改めて日本センターが両国の「共有財産」であり、かつ日本センターで実施される事業は、日本側のみならずカウンターパート機関（KNU）にとっても利益となる「相互利益」の観点に立った事業展開が肝要であるとの方針を打ち出し、関係省庁（大統領府、財務省、教育省）を含めた認識の共有を図った（ただし、ここでいう「相互利益」とは、日本センターで行うあらゆる事業が KNU の利益に直接的に結びつくことを念頭に置くものではなく、広く日本とキルギス両国の利益につながるという緩やかな意味である点に留意する）。

今回の事前評価ではこの前提に立って、基盤整備としてのフェーズ 1 から事業の本格実施としてのフェーズ 2 への移行であり、各事業（ビジネス、日本語、相互理解）の更なる協力の成果を高めるべく、ビジネス分野に重点を置きながらそれぞれの活動目的をより明確にし、投入の集中と選択を図ること、及び 3 事業を相互に関連させ相乗効果をめざす点を重要な基本方針とすることで関係者の了解を得、KNU、プロジェクト関係者、大使館関係者らと建設的な議論を行い、最終的な協力の枠組みを明らかにした。

それぞれの分野で打ち出した事業の方向性については、今後フェーズ 2 開始後 1 年から 2 年をかけ、特に KNU 側との連携事業（例：MBA コースとの連携）の一部は試行的実施をいくつか繰り返した後、中間評価後の本格実施を意図しているものもある。今後 KNU 側とより連絡を密にし、意思疎通を図りながら事業を運営することはすなわち、これまで以上に調整コストが増えることを意味する。意思決定にかかる時間または相手側からのさまざまな要

求事項に対する適切な対応を図るための労力など、これまでプロジェクトではあまり必要とされなかった調整業務が発生することは明らかであり、日本側から見た事業の効率性は低下する可能性はある。とはいえ、技術協力プロジェクトの枠組みで事業を行う以上、将来的な相手側へのセンター運営主体の移管を念頭に置いた場合は避けては通れないプロセスであることをプロジェクト関係者には十分理解してもらう必要がある。

このたびフェーズ 2 の新たな事業方針として打ち出した①ビジネス分野における国際機関（EBRD）との連携（同機関実施のローカルコンサルタント育成研修への日本人講師派遣等、カウンターパート機関実施の MBA コースに対する日本人講師派遣等）、②日本語分野におけるカウンターパート機関附属中学が実施する日本語教育支援（日本語教師研修等）、③相互理解促進分野における留学情報支援、帰国留学生・JICA 研修員のためのフォローアップ（例：留学関連情報の発信強化、帰国留学生等の帰国報告会実施等）などは、他の日本センターの事業展開にも十分参考となり得るものと思われる。

2008 年度中間評価を迎えるベトナム、ラオス、カザフスタン、ウズベキスタン、そして終了時評価の対象となるカンボジア（フェーズ 1）の今後の事業の方向性を検討するうえではカウンターパート機関との十分な対話を行い、必要に応じた軌道修正を図るとともに、それぞれの事業目的を改めて問い直し、目的達成のために最適と思われるアプローチを再検証すべきである。また予算の漸減は避けられないことから、極力他機関の支援（例：現地企業の協賛金による文化交流イベント実施等）を得るための努力を開始する必要がある。

さらに、日系企業の進出度合いが極めて低く、かつ ODA としての日本からの援助額が限られ、当面も増大する見込みのない中央アジア地域における日本センター（カザフスタンを除く）については、日本の「協力のツール」や日本の「顔」として日本センターは名実ともに定着しており、かつ多くの期待が寄せられているといえる。技術協力プロジェクトによりその機能を継続すること自体は論議が必要であるが、「存在としての日本センター」は外交的見地からみても長期間にわたりその役割（固定された「役割」があるという前提には立っていない）が認められる限り存続することが望まれるというのが、現地関係者の共通した考え方である。したがって、プロジェクト終了後の日本センターの「受け皿」をいかに作り上げていくかということが課題であり、そのためには、相手国側の準備状況を見極めながら必要な時間と日本側の投入のあるべき姿を検証しつつ、効率的かつ効果的なプロジェクト運営を図ることがこれまでより一層求められることとなる。

II 討議議事録（R/D）の締結

上記、事前評価調査での協議結果に基づき、JICA キルギス事務所及びキルギス側関係者との間で、R/D 及び M/M の署名交換が 2008 年 3 月 18 日に行われた（付属 3 及び付属 4 参照）。なお、最終的に合意されたプロジェクト計画は、事前評価調査時の協議内容から変更はない。

**MINUTES OF MEETINGS BETWEEN
JAPANESE EX-ANTE EVALUATION MISSION TEAM
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF KYRGYZ REPUBLIC
ON
JAPANESE TECHNICAL COOPERATION
FOR
“KYRGYZ REPUBLIC-JAPAN CENTER FOR HUMAN DEVELOPMENT (PHASE 2)”**

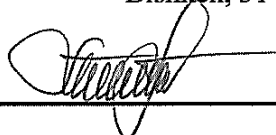
In response to the request made by the Kyrgyz Republic for Kyrgyz Republic-Japan Center for Human Development (Phase 2) (hereinafter referred to as “the Project”), Japan International Cooperation Agency (hereinafter referred to as “JICA”) has sent Ex-ante Evaluation Mission Team (hereinafter referred to as “the Team”) headed by Mr. Shinji UMEMOTO in order to discuss the framework of the Project from 22 January 2008 to 2 February 2008.

During its stay at Bishkek, the Team had a series of discussions with the Kyrgyz authorities concerned to exchange views and ideas on the future direction of the Project, and both sides agreed upon the matters referred to in the document attached hereto.

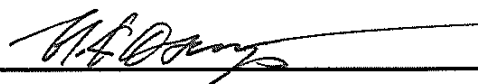
Bishkek, 31st January, 2008



Mr. Shinji UMEMOTO
Team Leader, Ex-Ante Evaluation Team
Japan International Cooperation Agency
Japan



Mr. Melis MAMBETJANOV
Permanent Secretary
Ministry of Finance
Kyrgyz Republic



Prof. Yrysbek OMURKANOV
Rector
Kyrgyz National University
named after J. Balasagyn

1. Background of the EX-Ante Evaluation

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 is to render support to the Asian countries that are facing transition from a socialistic planned economy to a market-oriented economy.

Based on the request from the Government of the Kyrgyz Republic, JICA and Kyrgyz National University agreed on the Record of Discussions (R/D) to implement "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.

In September 2007, the terminal evaluation mission team was dispatched by JICA. The mission team and the Kyrgyz side confirmed the satisfactory achievements of the activity of the KRJC such as business courses, Japanese language courses, and mutual-understanding-promotion programs. It was evaluated that the implementation frameworks for each activity of the KRJC were mostly established.

The Government of the Kyrgyz Republic requested the Government of Japan to continue the project of KRJC. The Government of Japan adopted the execution of the five years cooperation as "Kyrgyz Republic-Japan Center for Human Development Project (Phase 2)" starting from April 2008. In the Phase 2, the capacity building of the counterpart (C/P) personnel and staff will be crucial for strengthening the management ability of each activity. More importantly, each activity of the KRJC has to make the goals more clearly through selection and focus of the input to the Project.

2. Purpose of the EX-Ante Evaluation

- (1) To study the necessity and relevance of the Project implementation in terms of five analysis items for evaluation (Relevance, Effectiveness, Efficiency, Impact, Sustainability) regarding to

inputs, activities, outputs and the probability of project purpose achievement.

- (2) To discuss and confirm a framework of the Project regarding the project purpose, outputs, activities, inputs, institutional framework (budget & staff allocation), terms of cooperation, and target group, etc.
- (3) To discuss and prepare a draft of Tentative Schedule of Implementation for entire cooperation period based on the framework of the Project.
- (4) To prepare and sign Minutes of Meetings (hereinafter referred to as "M/M") as a result of the Study.

3. Results of the discussions on the Framework of the Project

Based on the results of the discussions, the framework of the Project was agreed by both the Kyrgyz side and the Team as shown in the ANNEX A and B. The framework will be reconfirmed when the Record of Discussions (hereinafter referred to as "R/D") is signed.

The main points of discussions are as follows:

- (1) General issues
 - 1) Each activity of the KRJC has to make the goals more clearly through selection and focus of the input to the Project.
 - 2) KRJC will emphasize on Business course, and in order to raise synergy effects, each activity (Business course, Japanese language course and Mutual understanding promotion program) shall be organized interactively.
 - 3) In order to implement the Project smoothly and more effectively, relationship between Kyrgyz National University and KRJC shall be strengthened considering the importance of mutual benefits.

- (2) Management and administration of KRJC

In order to strengthen the management and administration of KRJC,

- 1) KRJC formulates medium-term personnel allocation and staff training program until the end of June 2008 at the latest.
- 2) Kyrgyz National University provides additional space for the use of KRJC activities on the 3rd floor of 7th building and KRJC bears cost for the improving physical condition thereof, if necessary.
- 3) Kyrgyz National University assigns a project coordinator for KRJC to further strengthen relationships between the two organizations in due course of time.

- (3) Business course

In order to increase the effectiveness and impact,

- 1) KRJC implements business courses mainly for the service and commerce industry.
- 2) KRJC collaborates with development aid organizations, such as EBRD in order to develop capacity of local business consultants in the Business Courses.

- 3) KRJC collaborates with other JICA projects to raise synergy effects, such as Rural Development Program.
- 4) KRJC collaborates with Kyrgyz National University to improve its MBA course by providing practical business skills thereby strengthening relationship between the two organizations.
- 5) KRJC implements activities for regional cooperation among the countries in Central Asia, mainly Kazakhstan as a potential market for the Kyrgyz Republic.
- 6) KRJC provides opportunities for the Business Course alumni to exchange view and experiences as follow-up activities.

(4) Japanese language education

In order to improve the quality of Japanese language education,

- 1) KRJC improves each program and implements training programs for the local Japanese language teachers.
- 2) KRJC initiates to develop human resources capable of “Japan Study” and/or academic exchange between the two countries by providing Japanese language education programs for those students who are interested in academic fields related to Japan.

(5) Mutual-understanding-promotion program

- 1) In order to strengthen human resource network between the Kyrgyz Republic and Japan, KRJC strengthens its information service on study in Japan and makes follow-up activities for both ex-students and ex-JICA trainees.
- 2) In order to strengthen monitoring process of the activity, KRJC sets measurable indicators for assessing the degree of mutual understanding between the two countries and conducts periodical assessment.

4. Others

- (1) Further procedures for reaching the final R/D of the Project will be carried out by the JICA Kyrgyz office around March 2008.
- (2) The team requested the Kyrgyz side to make necessary procedures to secure the smooth operation for the shift from the Project Phase 1 to the Phase 2.

ANNEX A DRAFT RECORD OF DISCUSSIONS

ANNEX B DRAFT MINUTES OF MEETINGS

**RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY AND
THE CONCERNED AUTHORITIES OF THE GOVERNMENT OF KYRGYZ REPUBLIC
ON THE PROJECT ON TECHNICAL COOPERATION
FOR
“KYRGYZ REPUBLIC- JAPAN CENTER FOR HUMAN DEVELOPMENT (PHASE 2)”**

The Resident Representative of Japan International Cooperation Agency (hereinafter referred to as “JICA”) Kyrgyz Republic Office had a series of discussions with the Kyrgyz Republic authorities concerned with respect to desirable measures to be taken by JICA and the Government of the Kyrgyz Republic for the successful implementation of the Project for “Kyrgyz Republic-Japan Center for Human Development (Phase 2)”(hereinafter referred to as “the Project”).

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Government of the Kyrgyz Republic, signed in Bishkek on 6 October 2004 (hereinafter referred to as “the Agreement”), JICA and the Kyrgyz authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Bishkek, *** ** 2008

Mr. *** **
Resident Representative
Kyrgyz Republic Office
Japan International Cooperation Agency
Japan

Mr. Melis MAMBETJANOV
Permanent Secretary
Ministry of Finance
Kyrgyz Republic

Prof. Yrysbek OMURKANOV
Rector
Kyrgyz National University
named after J. Balasagyn

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE KYRGYZ REPUBLIC

1. The Government of the Kyrgyz Republic will implement the Project in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan, which is given in ANNEX I.

II. MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, JICA, as the executing agency for technical cooperation by the Government of Japan, will take, at its own expense, the following measures according to the normal procedures of its technical cooperation scheme.

1. DISPATCH OF EXPERTS

JICA will provide the services of experts as listed in ANNEX II. The provision of Article III of the Agreement will be applied to the above-mentioned experts. The composition of JICA experts may be changed in the process of the detailed design of the Project.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as “the Equipment”) necessary for the implementation of the Project as listed in ANNEX III. The provision of Article III of the Agreement will be applied to the Equipment.

3. TRAINING OF THE KYRGYZ PERSONNEL IN JAPAN

JICA will receive the Kyrgyz personnel connected with the Project for technical training in Japan. The participants and the contents of the training are to be decided upon the basis of purpose of the Project.

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

1. The Government of the Kyrgyz Republic will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.

2. The Government of the Kyrgyz Republic will ensure that the technologies and knowledge acquired by the Kyrgyz nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Kyrgyz Republic.
3. In accordance with the provisions of Article V of the Agreement, the Government of the Kyrgyz Republic will grant in the Kyrgyz Republic privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families.
4. In accordance with the provisions of Article VII of the Agreement, the Government of the Kyrgyz Republic will take necessary measures to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by experts referred to in II-1 above.
5. The Government of the Kyrgyz Republic will take necessary measures to ensure that the knowledge and experience acquired by the Kyrgyz Republic personnel from technical training in Japan will be utilized effectively for the implementation of the Project.
6. The Government of the Kyrgyz Republic will take necessary measures to provide at its own expense for the Project:
 - (1) Building and Facilities as listed in ANNEX V,
 - (2) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts, and any other materials necessary for the implementation of the Project, other than the Equipment provided through JICA under II-2 above,
 - (3) Assignment of personnel necessary for the implementation of the Project as described in IV and V below.
7. In accordance with the laws and regulations in force in the Kyrgyz Republic, the Government of the Kyrgyz Republic will take necessary measures:
 - (1) To meet expenses for transportation within the Kyrgyz Republic of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
 - (2) To exempt from customs duties, internal taxes and any other charges, imposed in the Kyrgyz Republic on the Equipment referred to in II-2 above; and
 - (3) To meet running and personnel expenses necessary for the implementation of the Project other

than those covered by the Japanese side.

IV. ADMINISTRATION OF THE PROJECT

1. Kyrgyz Republic-Japan Center for Human Development will continuously retain the status as a non-governmental and non-commercial organization under the jurisdiction of the Government of the Kyrgyz Republic.
2. The Kyrgyz and Japanese sides will assign the Co-Director of Kyrgyz Republic-Japan Center for Human Development and Project coordinator respectively. The Co-Director will bear all the responsibility for the management of the Project.
3. JICA will assign a Coordinator as an assistant to the Japanese Co-director to take charge of coordination of the Project.
4. The Japanese experts will provide necessary technical guidance and advice to the Kyrgyz personnel on technical matters pertaining to the implementation of the Project.

V. JOINT COORDINATION COMMITTEE

1. For the effective and successful management of the Project, a Joint Coordination Committee (hereinafter referred to as "JCC") will be organized and held at least once a year and whenever necessary in order to fulfill the following functions:
 - (1) to examine the annual plan of the Project activities, inputs (dispatch of experts, provision of equipment, etc.), and as well as outputs to supervise their implementation,
 - (2) to discuss appropriate ways and means for the solution of major issues in connection with the management of the Project and
 - (3) to review overall progress of the Project and to evaluate the impact for the Project overall goal.
2. The Government of the Kyrgyz Republic side will assign the Chairperson of JCC and other members of JCC are listed in ANNEX V.

VI. JOINT EVALUATION

Evaluations of the Project will be jointly conducted by the Government of the Kyrgyz Republic, the Government of Japan through JICA and authorities concerned of the Kyrgyz Republic in the middle and six months prior to the termination of the technical cooperation period in order to examine the level of achievements.

VII. CLAIMS AGAINST JICA EXPERTS

In accordance with the provision of Article VI of the Agreement, the Government of the Kyrgyz Republic undertakes to bear claims, if any arises, against the JICA experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Kyrgyz Republic except for those arising from the willful misconduct or gross negligence of the experts.

VIII. MUTUAL CONSULTATION

There will be mutual consultation between the Government of the Kyrgyz Republic and JICA on any major issues arising from, or in connection with this attached document.

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

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

X. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this attached document will be five (5) years from April 1, 2008.

ANNEX I	MASTER PLAN
ANNEX II	LIST OF JICA EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX V	MEMBERS OF JOINT COORDINATION COMMITTEE
ANNEX VI	ADMINISTRATIVE STRUCTUR OF THE PROJECT

ANNEX I MASTER PLAN

1. Overall Goals

- (1) Kyrgyz Republic-Japan Center for Human Development (hereinafter referred to as “KRJC”) will perform the core function of human resource development in the field of business for market-oriented economic reform of the Kyrgyz Republic.
- (2) The KRJC will be utilized as the key place to promote mutual understanding between the peoples of the Kyrgyz Republic and Japan.

2. Project Purpose

The functions of the KRJC, which are 1) to contribute to human resources development in the area of Small and Medium-sized Enterprises of the Kyrgyz Republic toward a market-oriented economy, 2) to promote mutual understanding between the peoples of the Kyrgyz Republic and Japan, will be further strengthened.

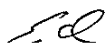


3. Output of the Project

- (1) The overall management of the KRJC is improved.
- (2) The function of providing necessary knowledge and practical skills on business will be further strengthened.
- (3) The function of providing Japanese language education based on the diversified needs as well as the opportunities to study Japanese language in the Kyrgyz Republic will be further strengthened.
- (4) The function of providing information on economical, social and cultural aspect of both Kyrgyz Republic and Japan will be further strengthened.

4. Activities

- 1-1 To organize Joint Coordination Committee (JCC) to review KRJC’s activities and discuss the annual plan of the project.
- 1-2 To redesign and monitor an action plan (annual operation plan, financial plan, administrative plan, and staff training plan) taking into account the linkage between business course, Japanese language course, and mutual-understanding-promotion activities.
- 1-3 To train local staff according to the staff-training plan.

- 1-4 To provide necessary equipments or materials for KRJC operation.
- 1-5 To design and implements a strategy for public relations in order to publicize KRJC activities widely in the Kyrgyz Republic.
- 1-6 To improve monitoring system for all the activities of KRJC in order to reflect lessons learned upon the planning for the following year.
- 2-1 To conduct needs survey and design the business course implementation plan based on the local needs.
- 2-2 To promote the business courses for applicants.
- 2-3 To implement the business courses mainly for the service and commerce industry.
- 2-4 To improve teaching skills of local lecturers by mainly on the job training.
- 2-5 To improve the monitoring system to evaluate the outcome of the courses and reflect lessons learned in future courses.
- 2-6 To coordinate with other JICA projects, development aid organizations and other related organizations to enhance the effect of business courses.
- 2-7 To coordinate with Kyrgyz National University's business management program.
- 3-1 To conduct needs survey and design the Japanese language course implementation plan based on the local needs.
- 3-2 To improve courses management and teaching materials according to the implementation plan.
- 3-3 To promote the Japanese language courses for applicants.
- 3-4 To implement the Japanese language courses.
- 3-5 To improve teaching skills of local lecturers..
- 3-6 To establish a network between Japanese language teachers and personnel of relevant educational institutions in the Kyrgyz Republic.
- 3-7 To improve the monitoring system to evaluate the outcome of the courses and reflect lessons learned upon the future courses.
- 4-1 To conduct needs survey and design mutual understanding activity plan based on the local needs.
- 4-2 To strengthen information service on study in Japan as well as to make follow-up activities for both ex-students and ex-JICA trainees.

- 4-3 To strengthen information service through the library, Internet, website, JICA-Net, etc, about both the Kyrgyz Republic and Japan.
- 4-4 To publicize mutual-understanding-promotion programs to both Kyrgyz and Japanese.
- 4-5 To conduct mutual-understanding-promotion programs effectively.
- 4-6 To provide KRJC facilities for the use of other organizations and their exchange programs with KRJC or Japan, when necessary.
- 4-7 To improve the monitoring system to evaluate the outcome of the activities and reflect lessons learned upon the future mutual-understanding-promotion activities.

5. Amendment of the Master Plan

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



NM

ANNEX II LIST OF JAPANESE EXPERTS

1. Long-term experts

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

2. Short-term experts for business courses and seminars

3. Short-term experts for Japanese courses and seminars

4. Short-term experts in other fields, if necessary.

Note:

Assignment schedule of the long-term experts will depend on the progress of the Project and availability of the suitable experts. The field, number and term of assignment of short-term experts will be decided in consideration of the progress of the Project through mutual consultations.



ANNEX III LIST OF MACHINERY AND EQUIPMENT

1. The necessary equipment for the technical transfer by the Japanese experts will be provided.
2. Other materials and equipment mutually agreed upon as necessary will be provided.

Note:

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



ANNEX IV LIST OF LAND, BUILDINGS AND FACILITIES

The followings will be prepared by the Government of the Kyrgyz Republic for the implementation of the Project.

1. Buildings, facilities, and office space for the Project (2nd and 3rd floor of the 7th building of Kyrgyz National University)
2. Office space for Japanese experts (2nd floor of the 7th building of Kyrgyz National University)
3. Other land, buildings, and facilities necessary for the implementation of the Project will be decided upon the agreement of both sides.



ANNEX V MEMBERS OF JOINT COORDINATION COMMITTEE

1. Chairperson

Permanent Secretary of the Ministry of Finance, the Kyrgyz Republic

2. Members

(1) Kyrgyz side:

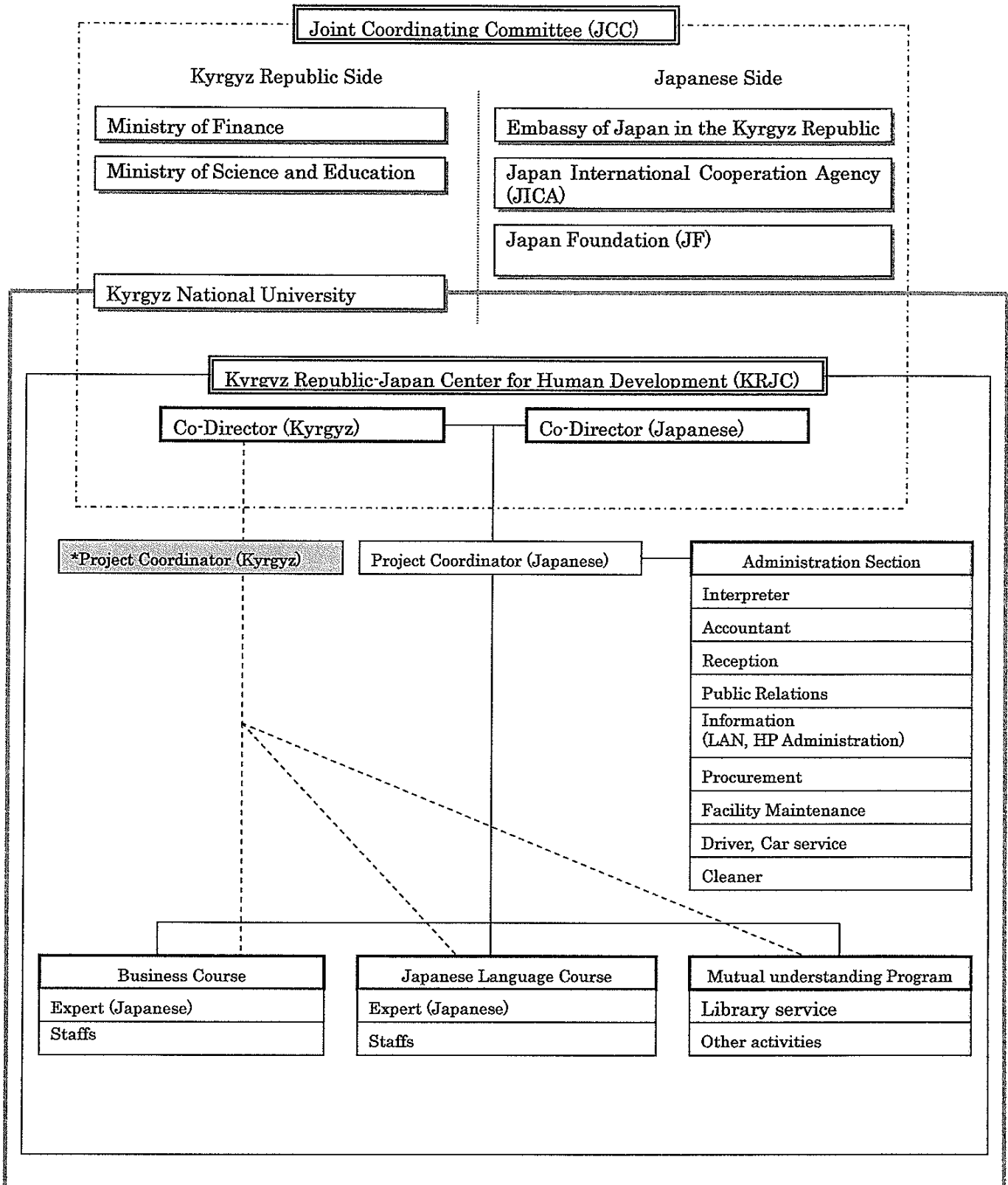
- 1) Representative(s) of Ministry of Finance
- 2) Representative(s) of Ministry of Science and Education
- 3) Rector of Kyrgyz National University named after J. Balasagyn
- 4) Co-Director of Kyrgyz Republic-Japan Center for Human Development
- 5) Other personnel recommended by the Kyrgyz side and approved by the Chairperson

(2) Japanese side

- 1) Representative(s) of the Embassy of Japan in the Kyrgyz Republic
- 2) Co-Director of Kyrgyz Republic-Japan Center for Human Development
- 3) Representative(s) of the JICA Kyrgyz Republic office
- 4) Representative(s) of Japan Foundation
- 5) Other personnel recommended by the Japanese side and approved by the Chairperson

CD _____ J.R. MM

ANNEX VI ADMINISTRATIVE STRUCTURE OF THE PROJECT



*To be assigned

SO — HR. MM

**MINUTES OF MEETINGS ON IMPLEMENTATION OF
JAPANESE TECHNICAL COOPERATION
FOR
“KYRGYZ REPUBLIC-JAPAN CENTER FOR HUMAN DEVELOPMENT (PHASE 2)”
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF KYRGYZ REPUBLIC**

The Resident Representative of Japan International Cooperation Agency (hereinafter referred to as “JICA”) Kyrgyz Republic Office and the Kyrgyz Republic authorities concerned (hereinafter referred to as “Kyrgyz side”) had a series of discussions for the purpose of working out the details of the technical cooperation project concerning “Kyrgyz Republic-Japan Center for Human Development (Phase 2)” (hereinafter referred to as “the Project”).

As a result of the discussions, JICA and Kyrgyz side agreed to recommend to their respective Governments the matters referred to in the Record of Discussions signed on *** 2008.

Both JICA and Kyrgyz side also agreed to make Minutes of Meetings in order to confirm the mutual understandings reached through the discussions as attached hereto.

Bishkek, *** 2008

Mr. **** **
Resident Representative
Kyrgyz Republic Office
Japan International Cooperation Agency
Japan

Mr. Melis MAMBETJANOV
Permanent Secretary
Ministry of Finance
Kyrgyz Republic

Prof. Yrysbek OMURKANOV
Rector
Kyrgyz National University
named after J. Balasagyn



THE ATTACHED DOCUMENT

1. Framework of the Project

(1) Project title

“Kyrgyz Republic-Japan Center for Human Development (Phase 2)”.

(2) Name of the Center

The shortened name for Kyrgyz Republic-Japan Center for Human Development will be “Kyrgyz Republic-Japan Center/KRJC”

(3) Project target groups

The citizens, private and state enterprises, governmental officials related to the economic reform, and Kyrgyz chamber of commerce, etc.

(4) Project site

1) KRJC is located in Kyrgyz National University at Bishkek, where the main project activities will be held.

2) KRJC shall extend its activities out of Bishkek through cooperation with various organization including governmental, private, academic institution, etc.

(5) Future plans of activities

The future plans of activities are given as shown in the Tentative Project Design Matrix (ANNEX I) and the Tentative Plan of Operations (ANNEX II).

2. Cost for Activities of the Project

(1) Budgetary allocations by JICA

1) Expenses of dispatching Japanese expert(s)

2) Expenses of the transport and travel allowances for the Japanese experts for official purposes.

3) The following expenses will also be born by JICA during the term of cooperation of the Project. However, these expenses shall also be covered when appropriate by the source of revenue of KRJC such as the tuition fee of Business and Japanese language courses, sale profits of publications, and membership fee for the library, etc.

a) Expenses for the implementation of the courses such as advertising, preparation of textbooks, audio-visual materials, and locally-hired staff and lecturers, etc.

b) Expenses of communication (telephone, fax, postal and internet service)

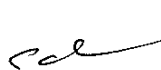
(2) Budgetary allocations by the Kyrgyz side

The Government of Kyrgyz Republic will allocate necessary budget for general administrative expense for KRJC as follows:

1) Maintenance costs of the facilities

2) Electricity and water expenses

?



3) Salary and all the necessary costs related to Kyrgyz Co-Director dispatched from Kyrgyz National University

(3) Others

In the event that unexpected expenses arise, necessary measures such as 'cost-sharing' should be taken in light of the purpose of the project through mutual consultation.

ANNEX I TENTATIVE PROJECT DESIGN MATRIX

ANNEX II TENTATIVE PLAN OF OPERATIONS

Project Design Matrix (PDM) (Tentative)

Project Title : Kyrgyz Republic-Japan Center for Human Development project (KRJC)(Phase 2)		Duration : April 2008 ~ March 2013	Ver. No.: 0	Date: 31 January 2008
Narrative Summary (request)		Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal</p> <p>1. The KRJC will perform the core function of human resource development in the field of business for market-oriented economic reform of the Kyrgyz Republic.</p> <p>2. The KRJC will be utilized as the key place to promote mutual understanding between the people of the Kyrgyz Republic and Japan.</p>	<p>Objectively Verifiable Indicators</p> <ul style="list-style-type: none"> • No. of private company recognizing KRJC • No. of private company which have been improved by completing KRJC's Business course. • No. of private company started by completing KRJC's Business course. • No. of Japanese language teaching institutions and teachers recognizing KRJC • No. of participants of Japanese language course passed the Japanese Language Proficiency Test • No. of participants becoming Japanese teachers • No. of Kyrgyz students who study in Japan • No. of participant who utilize knowledge and skills acquired from KRJC courses 	<p>Means of Verification</p> <ul style="list-style-type: none"> • Sample survey to the members of the Chamber of Commerce and Industry • Sample survey to the members of Japanese Language Teachers Association and other university faculty members • Questionnaire to participants • Biannual project reports • Follow-up survey reports on ex-participants • Government reports 	<p>Important Assumption</p> <p>Political condition of the Kyrgyz Republic is stable</p>	
<p>Project Purpose</p> <p>The functions of the KRJC, which are 1) to contribute to human resources development in the area of Small and Medium-sized Enterprises of the Kyrgyz Republic toward a market-oriented economy, 2) to promote mutual understanding between the people of the Kyrgyz Republic and Japan, will be further strengthened.</p>	<p>Improvement in recognition</p> <ul style="list-style-type: none"> • No. of visitors • No. of participants of all KRJC activities • Satisfaction level of visitors and participants • Proportion of participants from the region other than Bishkek city <p>Promotion of ownership</p> <ul style="list-style-type: none"> • Proportion of local lecturers out of total course hours • No. of local staff assigned to program managers of KRJC • Upper-level task undertaken by the local staff themselves <p>Financial sustainability</p> <ul style="list-style-type: none"> • Proportion of KRJC's own revenue to local expenditure <p>Networking</p> <ul style="list-style-type: none"> • No. of activities in cooperation with related organizations (EBRD, GTZ, JICE, etc.) • No. of activities in cooperation with returnees of scholarship program as well as JICA's training programs in Japan 	<p>Means of Verification</p> <ul style="list-style-type: none"> • Biannual project reports • Questionnaire to participants and visitors • Monitoring and evaluation reports • Balance sheet 	<p>Important Assumption</p> <p>The Government of the Kyrgyz Republic maintains the current policy to promote market economy.</p>	

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<p>Output</p> <p>1. The overall management of the KRJC is improved.</p>	<p>1. Annual and ad-hoc JCC meetings to be held</p> <p>1. Monthly KRJC meetings to facilitate communication between three programs</p> <p>1. Annual operational, financial, and organizational plans to be formulated, implemented, monitored and revised quarterly</p> <p>1. Staff training plan of KRJC</p> <p>1. No. of joint activities combining business, Japanese language and mutual understanding activities</p> <p>1. Types and no. of publicity programs contributed to increase the number of participants or to improve KRJC's activities</p> <p>1. The website to be updated every month</p> <p>1. No. of access to the website</p>	<p>1. Record of JCC meetings</p> <p>1. Record of monthly KRJC meetings</p> <p>1. Biannual project reports</p> <p>1. Monitoring and evaluation reports</p> <p>1. Questionnaire to participants</p> <p>1. KRJC annual plans of operation and revised plans</p> <p>1. Balance sheet</p> <p>1. Organization chart</p> <p>1. List of local staff</p> <p>1. Record of meetings with related organizations</p> <p>1. List of inquiry</p>
<p>2. The function of providing necessary knowledge and practical skills on business will be further strengthened.</p>	<p>2. Annual implementation policy and course plan to be formulated and implemented as scheduled</p> <p>2. Improved monitoring system</p> <p>2. No. of participants by region/sector/title, etc.</p> <p>2. % of fulfillment of course completely</p> <p>2. Satisfaction level of participants</p> <p>2. No. of improved courses and teaching materials</p> <p>2. No. of identified and trained local lecturers</p> <p>2. No. of business courses cooperated and consulted with other aid organizations</p> <p>2. No. of courses initiated and implemented by local staff</p>	<p>2. KRJC annual plan of operation</p> <p>2. Annual course outline</p> <p>2. Annual course implementation plan</p> <p>2. Record of course implementation</p> <p>2. Monitoring and evaluation reports</p> <p>2. List of teaching materials</p> <p>2. List of local lecturers</p>
<p>3. The function of providing Japanese language education based on the diversified needs as well as the opportunities to study Japanese language in the Kyrgyz Republic will be further strengthened.</p>	<p>3. Annual implementation policy and course plan to be formulated and implemented as scheduled</p> <p>3. Improved monitoring system</p> <p>3. No. of participants by region/profession/aim, etc.</p> <p>3. % of fulfillment of course completely</p> <p>3. Satisfaction level of participants</p> <p>3. No. of improved courses and teaching materials</p> <p>3. No. of identified and trained local lecturers</p> <p>3. No. of courses initiated and implemented by local staff</p>	<p>3. KRJC annual plan of operation</p> <p>3. Annual course outline</p> <p>3. Annual course implementation plan</p> <p>3. Record of course implementation</p> <p>3. Monitoring and evaluation reports</p> <p>3. List of teaching materials</p> <p>3. List of local lecturers</p>
<p>4. The function of providing information on economical, social and cultural aspect of both the Kyrgyz Republic and Japan will be further</p>	<p>4. Annual implementation policy and course plan to be formulated and implemented as scheduled</p>	<p>4. KRJC annual plan of operation</p> <p>4. Record of activity</p>





<p>strengthened.</p> <p>Activities</p> <p>1-1 To organize Joint Coordination Committee (JCC) to review KRJC's activities and discuss the annual plan of the project.</p> <p>1-2 To redesign and monitor an action plan (annual operation plan, financial plan, administrative plan, and staff-training plan) taking into account the linkage between business course, Japanese language course, and mutual-understanding-promotion activities.</p> <p>1-3 To train local staff according to the staff -raining plan.</p> <p>1-4 To provide necessary equipments or materials for KRJC operation.</p> <p>1-5 To design and implement a strategy for the public relations in order to publicize KRJC activities widely in the Kyrgyz Republic.</p> <p>1-6 To improve monitoring system for all the activities of KRJC in order to reflect lessons learned upon the planning for the following year.</p> <p>2-1 To conduct needs survey and design the business course implementation plan based on the local needs.</p> <p>2-2 To promote the business courses for applicants.</p> <p>2-3 To implement the business courses mainly for the service and commerce industry.</p> <p>2-4 To improve teaching skills of local lecturers by mainly OJT.</p> <p>2-5 To improve the monitoring system to evaluate the outcome of the courses and reflect lessons learned in future courses.</p> <p>2-6 To coordinate with other JICA projects, development aid organizations and other related organizations to enhance the effect of business courses.</p> <p>2-7 To coordinate with KNU's business management program.</p> <p>3-1 To conduct needs survey and design the Japanese language course implementation plan based on the local needs.</p> <p>3-2 To improve courses management and teaching materials according to the implementation plan.</p> <p>3-3 To promote the Japanese language courses for applicants.</p> <p>3-4 To implement the Japanese language courses.</p> <p>3-5 To improve teaching skills of local lecturers.</p> <p>3-6 To establish a network between Japanese language teachers and personnel of relevant educational institutions in the Kyrgyz Republic.</p> <p>3-7 To improve the monitoring system to evaluate the outcome of the</p>	<p>4. Improved monitoring system initiated and implemented by local staff</p> <p>4. No. of participants (both Kyrgyz and Japanese) for mutual understanding activities</p> <p>4. Satisfaction level of visitors and participants</p> <p>4. No. of participants by region</p>	<p>implementation and evaluation reports</p> <p>4. Questionnaire of participants</p> <p>4. Attendance record of participants</p> <p>4. List of local staff</p>	<p>The cooperation to KRJC is continuously maintained by Kyrgyz ministries, universities and other related organizations</p> <p>Local staff will work at KRJC continuously.</p> <p>Precondition: Site for KRJC is secured by the Government of the Kyrgyz Republic</p>
	<p>Inputs</p> <p>The Government of Japan:</p> <p>1. Long- term experts (Co-Director of KRJC, Project coordinator, Expert on Japanese language course)</p> <p>2. Short- term experts for business course etc</p> <p>3. Training in Japan and / or the third country</p> <p>4. Equipment</p>	<p>The Government of the Kyrgyz Republic:</p> <p>1. Site for the KRJC</p> <p>2. Staff of KRJC (Co- Director of KRJC, Project Coordinator, etc.)</p> <p>3. General administrative expenses for the KRJC (water, heating, electricity, etc)</p>	

		<p>courses and reflect lessons learned upon the future courses.</p> <p>4-1 To conduct needs survey and design mutual understanding activity plan based on the local needs.</p> <p>4-2 To strengthen information service on study in Japan as well as to make follow-up activities for both ex-students and ex-JICA trainees.</p> <p>4-3 To strengthen information service through the library, Internet, website, JICA-Net etc, about both the Kyrgyz Republic and Japan.</p> <p>4-4 To publicize mutual-understanding-promotion programs to both the Kyrgyz Republic and Japanese.</p> <p>4-5 To conduct mutual-understanding-promotion programs effectively.</p> <p>4-6 To provide KRJC facilities for the use of other organizations and their exchange programs with KRJC or Japan when necessary.</p> <p>4-7 To improve the monitoring system to evaluate the outcome of the activities and reflect lessons learned upon future mutual-understanding-promotion activities.</p>
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事業事前評価表（技術協力プロジェクト）

<p>1. 案件名</p> <p style="padding-left: 20px;">キルギス共和国日本人材開発センタープロジェクト（フェーズ2）</p>
<p>2. 協力概要</p> <p>(1) プロジェクト目標とアウトプットを中心とした概要の記述</p> <p style="padding-left: 20px;">本プロジェクトは、「キルギス共和国日本人材開発センター（以下、「KRJC」という）プロジェクト」のフェーズ2である。フェーズ1は2003年4月から2008年3月まで実施され、「キルギス共和国における市場経済化に資する人材育成」及び「キルギス共和国と日本の相互理解の促進」を目標に主にKRJCの事業と組織基盤づくりに取り組んできた。フェーズ2では、フェーズ1の活動成果を踏まえて、センターの自立運営に向けた人材育成研修ニーズへの対応力強化と運営移管に向けた組織体制の強化を行う。</p> <p>(2) 協力期間</p> <p style="padding-left: 20px;">2008年4月～2013年3月（5年間）</p> <p>(3) 協力総額（日本側）</p> <p style="padding-left: 20px;">約8億3,000万円</p> <p>(4) 協力相手先機関</p> <p style="padding-left: 20px;">監督機関：キルギス共和国財務省、科学教育省 実施機関：キルギス民族大学</p> <p>(5) 国内協力機関</p> <p style="padding-left: 20px;">独立行政法人国際交流基金（日本語教育）</p> <p>(6) 裨益対象者及び規模、等</p> <ul style="list-style-type: none"> ・KRJC 事業への参加が想定される中小企業経営者・従業員、教育機関関係者、学生、一般市民（年間約5万名） ・KRJC 現地スタッフ及び現地講師（約30名）
<p>3. 協力の必要性・位置づけ</p> <p>(1) 現状及び問題点</p> <p style="padding-left: 20px;">キルギス共和国（以下、「キルギス」という。）はソ連崩壊後、市場経済の活性化による経済成長が貧困削減へ大きく寄与するとの考えに基づき、市場経済化路線を進め、貿易振興及び外資導入、優先的な国内産業の振興を基本として、自国通貨の発行、WTOへの加盟など、旧ソ連から独立を果たした国々のなかでもいち早く急進的な改革措置を採択してきた。しかしながら、キルギスは天然資源が乏しいことや物流輸送の面で地勢的に極めて不便な場所に位置することなどの不利な条件が障害となって、競争力のある輸出製品を産出できず、投資も停滞し、経済的に不安定な状況を脱することのできない状況が続いていた。</p> <p style="padding-left: 20px;">他方、開発ポテンシャルのある地域や観光資源、農畜産物生産に適した気候、また教育水準の高い労働力などの利点も存在することから、これらの長所を最大限に活用し、牽引力のある基幹産業を確立しつつ、外資を誘致し、脆弱な産業基盤の強化が急務となっている。そしてそれを支える人材育成及び組織・制度整備、経済インフラの整備が必要不可欠となっている。</p>

JICA はキルギス民族大学をカウンターパートとして、2003 年 4 月から 5 年間の協力期間で KRJC プロジェクトを開始した。以降、市場経済化に資する人材の育成とキルギス・日本両国の相互理解の促進をめざして、①ビジネスコースの提供を通じた市場経済化に資する実務人材の育成、②さまざまな学習者のレベルに合わせた日本語教育事業の実施、③キルギスと日本両国の相互理解促進事業、を行ってきた。

ビジネス実務人材の育成に関しては、フェーズ 1 では主に企業経営の共通課題（マーケティング、人材育成管理、ビジネスプランニング等）を扱ったコースの提供を通じ、具体的な起業、事業改善・拡大事例の創出と実践的なビジネス知識・スキル提供機関としての整備を行ってきた。その成果として、プロジェクトが実施したアンケート調査では、コース修了者の 89%がコース内容に対して満足を示しており、実際にコース修了生のなかから起業、事業改善・拡大する企業を多数輩出するなど高い成果を上げている。

このようにフェーズ 1 の活動を通じて一定の成果が発現しているが、KRJC がキルギスの人材育成研修ニーズに対応し、自立的に運営されていくためには、引き続き KRJC の組織強化を図る必要がある。フェーズ 2 では、KRJC の自立運営に向けて、現場指導によるフォローアップを含めた基礎コースの充実と定着を行うとともに、KRJC のコース開発（受託）能力の強化を通じて「キルギスの人材育成研修ニーズへの対応能力」の向上をめざす部分（成果 2）とマネージャークラスのスタッフの育成、現地講師の能力向上、財政基盤の強化を通じてキルギス民族大学への運営移管に向けた組織体制の強化（成果 1）をめざす部分に分けることができる。

フェーズ 1 では上記の活動に加えて、日本語教育事業は国際交流基金との連携の下で、他の現地日本語教育機関に比してレベルの高い日本語教育を提供できるようになり、現地日本語教師及び学習者への情報提供の拠点となりつつある。キルギスにおける日本に対する関心は高く、日本語学習希望者も依然として多いことから、フェーズ 2 ではキルギスにおける日本語教育の更なる質の向上のために、既存の日本語教育コースのカリキュラムの見直しを行うとともに、現地講師の育成を強化する。

さらに両国の相互理解の促進については、日本を紹介する催しの開催や日本・キルギス両国に関する図書・映像資料の整備などの取り組みを通じて、フェーズ 1 協力期間中のセンター入館者数は延べ 12 万人に達する（首都ビシュケクの人口 83 万人の約 15%）など一定の認知度を得たといえる。フェーズ 2 では、日本・キルギス両国の人的ネットワークの強化に重点を置く。具体的には日本留学に関する情報提供サービスの強化を図り、また帰国留学生、JICA 研修員へのフォローアップのための活動を行う。

（2） 相手国政府国家政策上の位置づけ

キルギスは 2005 年までの国家貧困削減戦略(NPRS)に続き、「新国家開発戦略(2007～2010)」において「産業多様化を通じた持続的成長の確保」を重要課題としている。これを実現するために民営化・中小企業振興・人材育成等による市場経済化促進を引き続き図るとしており、本プロジェクトは同国の開発ニーズに合致している。

(3) わが国援助政策との関連、JICA 国別事業実施計画上の位置づけ（プログラムにおける位置づけ）

わが国のキルギスに対する国別援助計画（2007年10月版・未定稿）においては、上位目標「市場経済化に基づく経済発展を通じた貧困削減の促進」のために「経済成長のための基盤整備」が援助重点分野のひとつとして位置づけられており、その方策として、運輸インフラ整備、農業発展、地方振興と並び市場経済化に資する人材育成が挙げられている。市場経済化に資する人材育成では企業家・起業家の人材育成により中小企業振興、民家セクターの育成を図り、ひいてはマクロ経済の安定化に資することを目的としている。この点から、本プロジェクトはわが国の対キルギス援助方針と整合している。

4. 協力の枠組み

〔主な項目〕

(1) 協力の目標（アウトカム）

1) 協力終了後に達成が期待される目標（上位目標）と指標・目標値

〔上位目標〕

- ① KRJC がビジネス分野においてキルギスの市場経済化に資する人材育成のための中核的な役割を果たすようになる。
- ② KRJC がキルギスと日本両国の人々の間の相互理解を促進する拠点として活用される。

〔指標〕

- ・ KRJC を認知している民間企業数、日本語教育機関数、現地日本語教師数
- ・ KRJC のコースで得られた知識・スキルを活用している受講者数、事業効率/収益が向上した企業数、新規に事業を立ち上げた企業数
- ・ 日本語能力検定に合格した受講者数
- ・ 日本語教師になった受講者数
- ・ 日本へのキルギス人留学生数

2) 協力終了時の達成目標（プロジェクト目標）と指標・目標値

〔プロジェクト目標〕

- ① 市場経済化に向けて KRJC のキルギスの中小企業における人材育成機能が強化される。
- ② キルギスと日本両国の人々の間の相互理解を促進する KRJC の機能が強化される。

〔指標〕

- 認知度の向上
 - ・ 来館者数、KRJC における活動の受講者数
 - ・ 来館者及び活動の参加者の満足度
 - ・ ビシュケク市以外の地域からの参加者の割合
- オーナーシップの促進
 - ・ 全コース時間に占める現地講師による講義の割合
 - ・ KRJC のマネジャーに任命された現地スタッフの人数
 - ・ 現地スタッフの事業運営能力の向上及び責任分担の拡大

- 財政的自立発展性
 - ・ 運営経費の支出に対する KRJC の収入の割合
- ネットワーク
 - ・ 関連機関（EBRD、GTZ、JICE など）との連携による活動件数
 - ・ 日本留学から帰国した学生、JICA 帰国研修員との連携による活動件数

(2) 成果（アウトプット）と活動

1) 成果 1：KRJC の事業実施体制が改善される。

[活動]

- 1-1 活動のレビューや年間計画についての議論を行うための合同調整委員会（JCC）を開催する。
- 1-2 ビジネスコース、日本語コース、相互理解促進事業の各分野間の連携を考慮した活動計画（年間運営計画、財務計画、組織計画、人材育成計画）を策定し、モニタリングを行う。
- 1-3 人材育成計画に基づき、現地スタッフの人材育成を行う。
- 1-4 KRJC の運営に必要なとなる機材を調達する。
- 1-5 KRJC の活動をキルギス内に広く PR するための広報戦略の策定及び広報活動を行う。
- 1-6 センターの活動に対するモニタリングシステムを改善し、改善したモニタリングシステムによって得られた教訓を次年度計画に反映する。

[指標]

- ・ 年次及び特別 JCC の開催、3 事業間の連携促進のためのセンター内月例会議の開催
- ・ 年間運営計画、財務計画、組織計画、人材育成計画の作成、実施、実施状況のモニタリング及び四半期ごとの見直し
- ・ ビジネス、日本語教育、相互理解促進事業の 3 事業間の連携による活動件数
- ・ KRJC の活動向上のための広報の種類及び件数
- ・ 毎月のウェブサイトの更新件数とアクセス件数

2) 成果 2：ビジネスに関する必要な知識及び実践的な技術を提供する機能が強化される。

[活動]

- 2-1 ニーズ調査を実施し、現地ニーズに合致したビジネスコース実施計画を策定する。
- 2-2 ビジネスコースへの応募勧奨を行う。
- 2-3 主にサービス・商業分野におけるビジネスコースを実施する。
- 2-4 OJT を中心として現地講師の能力強化を行う。
- 2-5 コースの実施成果を評価するためのモニタリングシステムを改善し、モニタリングによって得られた教訓を次回以降のコースに反映する。
- 2-6 ビジネスコースの効果を高めるために他の JICA 事業、開発援助機関及び関連団体との連携を行う。

2-7 キルギス民族大学が実施しているビジネスプログラムとの連携を行う。

[指標]

- ・ 年間実施方針及びコース計画の策定と計画に沿った実施
- ・ モニタリング方法の改善
- ・ 地域、セクター、役職別の受講者数
- ・ 受講者のコース修了率及び満足度
- ・ コース改善数及び教材数
- ・ 認定及び訓練された現地講師数
- ・ 他の開発援助機関との協力、助言の下、実施されたコース数
- ・ 現地スタッフにより企画、実施された活動数

3) 成果 3 : 日本語の学習機会並びに多様化するニーズに基づいた日本語教育を提供する機能が強化される。

[活動]

- 3-1 ニーズ調査を実施し、現地ニーズに合致した日本語コース実施計画を策定する。
- 3-2 コース実施計画に基づいてコース運営と指導教材を改善する。
- 3-3 日本語コースへの応募勧奨を行う。
- 3-4 日本語コースを実施する。
- 3-5 現地講師の能力強化を行う。
- 3-6 現地講師とキルギス内の適切な日本語教育機関とのネットワークを形成する。
- 3-7 コースの実施成果を評価するためのモニタリングシステムを改善し、モニタリングによって得られた教訓を次回以降のコースに反映する。

[指標]

- ・ 年間実施方針及びコース計画の策定と計画に沿った実施
- ・ モニタリング方法の改善
- ・ 地域、職種、目的別の受講者数
- ・ 受講者のコース修了率及び満足度
- ・ コース改善数及び教材数
- ・ 認定及び訓練された現地講師数
- ・ 現地スタッフにより企画、実施された活動数

4) 成果 4 : 日本の経済、社会、文化に関するキルギス・日本双方の情報を提供する機能が強化される。

[活動]

- 4-1 ニーズ調査を実施し、現地ニーズに合致した相互理解促進事業の実施計画を策定する。
- 4-2 日本留学に関する情報提供サービスの強化と、帰国留学生及び JICA 帰国研修員へのフォローアップのための活動を行う。

- 4-3 図書室、インターネット、ウェブサイト、JICA-Net などを通じたキルギス、日本双方に関する情報提供機能を強化する。
- 4-4 キルギス、日本双方に対して相互理解促進事業の広報を行う。
- 4-5 相互理解促進事業を効果的に実施する。
- 4-6 他の機関が実施する KRJC、日本に関する交流事業へ日本センターの施設を提供する。
- 4-7 事業の実施成果を評価するためのモニタリングシステムを改善し、モニタリングによって得られた教訓を次回以降の活動に反映する。

[指標]

- ・ 年間実施方針及びコース計画の策定と計画に沿った実施
- ・ モニタリング方法の改善
- ・ 現地スタッフにより企画、実施された活動数
- ・ 相互理解促進活動への参加者数（キルギス人・日本人）
- ・ 来館者及び活動参加者の満足度
- ・ 地域別の参加者数

(3) 投入（インプット）

1) 日本側（総額 8 億 3,000 万円）

① 専門家派遣

長期専門家：センター共同所長（チーフアドバイザー）、業務調整、日本語コース運営
短期専門家：ビジネス分野（約 20 名）

② 現地活動費：センター運営経費、広告費、消耗品費、テキスト作成費など

③ 研修員受入れ：現地スタッフ及びコース修了生（年間 9 名程度）

④ 機材供与：各コースに用いるパソコン、テレビ、書籍・視聴覚機材など

2) キルギス側

① キルギス側センター共同所長、プロジェクトコーディネーター

② センター施設：キルギス民族大学 7 号館 2 階及び 3 階、地階の一部

③ 施設光熱費：水道、暖房、電気など

(4) 外部要因（満たされるべき外部条件）

- ・ キルギスの社会、経済の安定が継続する。
- ・ キルギス政府が市場経済化の促進政策を継続する。
- ・ キルギスの関係省庁、大学及び他の関連機関から KRJC に対する継続的な協力が得られる。

5. 評価 5 項目による評価結果

以下の視点から評価した結果、協力の実施は適切と判断される。

(1) 妥当性

以下の理由から、本プロジェクトの妥当性は高いと判断される。

- ・ 「3. 協力の必要性・位置づけ」でも述べたとおり、本プロジェクトはキルギスの国家開発政策に整合し、かつ日本の援助重点分野とも整合している。
- ・ 市場経済化に資する人材の育成については、キルギス内には大学（院）を中心にビジネス研修を実施している機関はあるものの、いずれも MBA コースによるものが大半であり、実践的なビジネス知識・スキルを提供している機関は KRJC のみであり、2007 年 9 月に実施されたフェーズ 1 の終了時評価においても、人材育成面で重要な役割を担っていると評価されており、本プロジェクトの実施の妥当性は高い。
- ・ またマーケティング、労務管理、品質管理・生産管理等は国際的にも日本に比較優位のあ分野であり、日本の経済成長の経験を活用した実践的な研修の実施が可能である。

(2) 有効性

以下の理由から、本プロジェクトの有効性は高いと判断される。

- ・ 本プロジェクトはフェーズ 1 で築いてきた基盤を土台としながら、組織運営体制面と事業活動面の双方の更なる強化を同時並行的に行うものである。このことにより、総合的に KRJC の機能が効率的・効果的に向上されるとともに、事業による高い成果が見込まれることからプロジェクト目標の達成は十分可能である。
- ・ 裨益対象者のひとつである「KRJC スタッフ、現地講師 30 名」の能力向上が、活動に組み込まれ、成果を測る指標にも設定されている。KRJC スタッフの能力向上によって成果 1 が達成され、これにより他の計画されている活動も円滑に推進されることが期待でき、成果 2、3、4 の達成が見込める。
- ・ プロジェクト目標である KRJC の機能強化を表す具体的な指標としては、①センターの認知度の向上による KRJC の役割の確立、②現地オーナーシップの促進、③自立運営に向けた財政基盤の強化、④他機関等とのネットワークの構築に関する具体的な項目が挙げられており、それぞれの効果について測定可能な指標が設定されている。また、それぞれの成果を導く活動のひとつとしてモニタリングを位置づけてあることから、定期的かつプロジェクト実施・改善に有効なモニタリングが期待できる。
- ・ 外部条件である、「キルギスの関係省庁、大学及び他の関連機関から KRJC に対する継続的な協力が得られる」に関しては、関連機関からフェーズ 2 においても引き続き協力が得られることが確認されたことから、満たされる可能性は高い。また「キルギス政府が市場経済化の促進政策を継続する」に関しては、プロジェクト内ではコントロール不可能であるが、世界的な動向も併せ見ると、市場経済化の方向性が転換する可能性は低く、これも満たされる見込みが高いといえる。

(3) 効率性

以下の理由から、本協力の効率性は高いと判断される。

- ・ 本プロジェクトではフェーズ 1 の活動を通じて、現地リソースによる実施基盤が確立さ

れ、ビジネスコースでは運営管理マニュアルの開発や総講義時間数の約6割が現地講師によって指導されるなど効率性は高い。引き続き現地講師の能力向上を行っていくことを計画しており、またフェーズ2より相手国側のオーナーシップの促進の一環としてキルギス民族大学から新たにプロジェクトコーディネーターの配置が計画されている。さらにマネジャークラスのスタッフの育成も計画しており、これらによって日本人専門家の負担を軽減すると同時に、現地リソース活用による効率性の向上につながる。

- ・ フェーズ2ではキルギスで活動する他の開発援助機関、JICA事業、その他関係機関との事業連携を促進することで、本プロジェクトが対象としている中小企業経営者、従業員、起業家等のニーズの把握が可能となるうえに、事業の相乗効果が期待できる。

(4) インパクト

以下の理由から、本プロジェクトによるインパクトの発現が期待できる。

- ・ 本プロジェクトの上位目標は「KRJCがビジネス分野においてキルギスの市場経済化に資する人材育成のための中核的な役割を果たすようになる」、「KRJCがキルギスと日本両国の人々との相互理解を促進する拠点として活用される」であり、プロジェクト目標「市場経済化に向けてKRJCのキルギスの中小企業における人材育成機能が強化される」、「キルギスと日本両国の人々との相互理解を促進するKRJCの機能が強化される」の状態が継続することで発現する効果である。
- ・ 上位目標の設定について、フェーズ1ではプロジェクト目標から上位目標までの隔たりがあった。その教訓を生かしフェーズ2の上位目標については、より実現性の高いものに見直しを行い、プロジェクト終了後から数年後に達成可能かつ測定可能なものとなっている。
- ・ KRJCのビジネスコースで得た実践的ビジネス知識・スキルを受講生が業務で活用することにより、受講生が経営・所属する中小企業の生産性、収益性が向上するケースが増えることが見込まれる。さらにそれが類似企業への刺激となり、中小企業振興、ひいてはマクロ経済の安定化に間接的につながるものである。また日本語教育事業、両国の相互理解促進事業を通じて対日理解を促進することは、長期的な視点では日本とキルギスの友好親善、経済活動の活発化へとつながるものである。

(5) 自立発展性

以下の理由から、本プロジェクト終了後の自立発展性の向上が期待される。

- ・ フェーズ1協力期間中にKRJCはNPO法人登録を果たし、キルギス内で受講料が徴収できる機関としてのステータスを得ており、また各部門に配置されている現地スタッフは日本人専門家からのOJTによる技術移転により運営管理能力の育成がおおむね順調に進められ、KRJCの管理運営体制はおおむね確立されている。今後、マネジャークラスのスタッフの育成、キルギス民族大学からのプロジェクトコーディネーターの派遣を通じた相手国側のオーナーシップの促進により、センター運営の自立性の向上が見込まれる。
- ・ 他の開発援助機関、JICA事業等からの事業受託等を通じて財政基盤の強化を図り、一方

で事業の選択とリソースの集中によりコスト削減を図り、将来的にはセンター運営資金を事業活動収入で賄えるような体制づくりを行っていく必要がある。

6. 貧困・ジェンダー・環境等への配慮

本プロジェクトにおけるターゲットグループは中小企業の経営者、従業員、日本語学習者を中心に多くの女性が含まれており、男女に平等に教育機会を提供するという形でジェンダー配慮がなされている。

7. 過去の類似案件（他国の日本センタープロジェクト）からの教訓の活用

- ・ 日本センタープロジェクトは現在9カ国10センターあり、各センター設置国の事情・ニーズに応じた協力を実施している。これらセンターの活動実績を通じ、現地講師の育成やコース終了後のフォローアップがプロジェクト活動のインパクトを効果的・効率的に発現させていくことにおいて重要であるとされている。本プロジェクトにおいても、ビジネスコース修了者の所属企業に対する現場指導、現地講師育成コースの実施等を通じ、インパクトの発現に努める。
- ・ また日本センター運営において、現地スタッフのマネジャーレベルへの育成がセンターの自立的発展に向けた組織体制の強化に有効であるとの教訓を生かし、本プロジェクトにおいても現地スタッフの人材育成計画を策定し、各コースの運営管理能力に加えて、コースの企画立案能力を強化し、マネジャーレベルの人材育成を促進することとしている。
- ・ さらに財務面については、受講料徴収だけでなく収入源の多様化を図ることが財政基盤の強化につながり、自立性向上に有効であることから、本プロジェクトにおいても関係機関からのセミナー受託を行うなどの取り組みにより収入源の多様化を図っていくこととしている。

8. 今後の評価計画

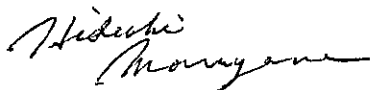
- ・ 中間評価：プロジェクトの中間段階（2010年9月ごろ）
- ・ 終了時評価：プロジェクト終了の6カ月前（2012年9月ごろ）
- ・ 事後評価：プロジェクト終了5年後を目途に実施予定（2018年4月ごろ）

**RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY AND
THE CONCERNED AUTHORITIES OF THE GOVERNMENT OF KYRGYZ REPUBLIC
ON THE PROJECT ON TECHNICAL COOPERATION
FOR
“KYRGYZ REPUBLIC- JAPAN CENTER FOR HUMAN DEVELOPMENT (PHASE 2)”**

The Resident Representative of Japan International Cooperation Agency (hereinafter referred to as “JICA”) Kyrgyz Republic Office had a series of discussions with the Kyrgyz Republic authorities concerned with respect to desirable measures to be taken by JICA and the Government of the Kyrgyz Republic for the successful implementation of the Project for “Kyrgyz Republic-Japan Center for Human Development (Phase 2)” (hereinafter referred to as “the Project”).

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Government of the Kyrgyz Republic, signed in Bishkek on 6 October 2004 (hereinafter referred to as “the Agreement”), JICA and the Kyrgyz authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

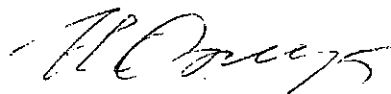
Bishkek, 18 March 2008



Mr. Hideaki MARUYAMA
Resident Representative
Kyrgyz Republic Office
Japan International Cooperation Agency
Japan



Mr. Melis MAMBETJANOV
Permanent Secretary
Ministry of Finance
Kyrgyz Republic



Prof. Yrysbek OMURKANOV
Rector
Kyrgyz National University
named after J. Balasagyn

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE KYRGYZ REPUBLIC

1. The Government of the Kyrgyz Republic will implement the Project in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan, which is given in ANNEX I.

II. MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, JICA, as the executing agency for technical cooperation by the Government of Japan, will take, at its own expense, the following measures according to the normal procedures of its technical cooperation scheme.

1. DISPATCH OF EXPERTS

JICA will provide the services of experts as listed in ANNEX II. The provision of Article III of the Agreement will be applied to the above-mentioned experts. The composition of JICA experts may be changed in the process of the detailed design of the Project.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in ANNEX III. The provision of Article III of the Agreement will be applied to the Equipment.

3. TRAINING OF THE KYRGYZ PERSONNEL IN JAPAN

JICA will receive the Kyrgyz personnel connected with the Project for technical training in Japan. The participants and the contents of the training are to be decided upon the basis of purpose of the Project.

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

1. The Government of the Kyrgyz Republic will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.



2. The Government of the Kyrgyz Republic will ensure that the technologies and knowledge acquired by the Kyrgyz nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Kyrgyz Republic.
3. In accordance with the provisions of Article V of the Agreement, the Government of the Kyrgyz Republic will grant in the Kyrgyz Republic privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families.
4. In accordance with the provisions of Article VII of the Agreement, the Government of the Kyrgyz Republic will take necessary measures to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by experts referred to in II-1 above.
5. The Government of the Kyrgyz Republic will take necessary measures to ensure that the knowledge and experience acquired by the Kyrgyz Republic personnel from technical training in Japan will be utilized effectively for the implementation of the Project.
6. The Government of the Kyrgyz Republic will take necessary measures to provide at its own expense for the Project:
 - (1) Building and Facilities as listed in ANNEX V,
 - (2) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts, and any other materials necessary for the implementation of the Project, other than the Equipment provided through JICA under II-2 above,
 - (3) Assignment of personnel necessary for the implementation of the Project as described in IV and V below.
7. In accordance with the laws and regulations in force in the Kyrgyz Republic, the Government of the Kyrgyz Republic will take necessary measures:
 - (1) To meet expenses for transportation within the Kyrgyz Republic of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
 - (2) To exempt from customs duties, internal taxes and any other charges, imposed in the Kyrgyz Republic on the Equipment referred to in II-2 above; and
 - (3) To meet running and personnel expenses necessary for the implementation of the Project other

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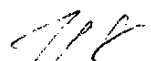
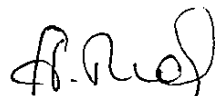
than those covered by the Japanese side.

IV. ADMINISTRATION OF THE PROJECT

1. Kyrgyz Republic-Japan Center for Human Development will continuously retain the status as a non-governmental and non-commercial organization under the jurisdiction of the Government of the Kyrgyz Republic.
2. The Kyrgyz and Japanese sides will assign the Co-Director of Kyrgyz Republic-Japan Center for Human Development and Project coordinator respectively. The Co-Director will bear all the responsibility for the management of the Project.
3. JICA will assign a Coordinator as an assistant to the Japanese Co-director to take charge of coordination of the Project.
4. The Japanese experts will provide necessary technical guidance and advice to the Kyrgyz personnel on technical matters pertaining to the implementation of the Project.

V. JOINT COORDINATION COMMITTEE

1. For the effective and successful management of the Project, a Joint Coordination Committee (hereinafter referred to as "JCC") will be organized and held at least once a year and whenever necessary in order to fulfill the following functions:
 - (1) to examine the annual plan of the Project activities, inputs (dispatch of experts, provision of equipment, etc.), and as well as outputs to supervise their implementation,
 - (2) to discuss appropriate ways and means for the solution of major issues in connection with the management of the Project and
 - (3) to review overall progress of the Project and to evaluate the impact for the Project overall goal.
2. The Government of the Kyrgyz Republic side will assign the Chairperson of JCC and other members of JCC are listed in ANNEX V.



VI. JOINT EVALUATION

Evaluations of the Project will be jointly conducted by the Government of the Kyrgyz Republic, the Government of Japan through JICA and authorities concerned of the Kyrgyz Republic in the middle and six months prior to the termination of the technical cooperation period in order to examine the level of achievements.

VII. CLAIMS AGAINST JICA EXPERTS

In accordance with the provision of Article VI of the Agreement, the Government of the Kyrgyz Republic undertakes to bear claims, if any arises, against the JICA experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Kyrgyz Republic except for those arising from the willful misconduct or gross negligence of the experts.

VIII. MUTUAL CONSULTATION

There will be mutual consultation between the Government of the Kyrgyz Republic and JICA on any major issues arising from, or in connection with this attached document.

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

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

X. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this attached document will be five (5) years from April 1, 2008.

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ANNEX I	MASTER PLAN
ANNEX II	LIST OF JICA EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX V	MEMBERS OF JOINT COORDINATION COMMITTEE
ANNEX VI	ADMINISTRATIVE STRUCTURE OF THE PROJECT

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ANNEX I MASTER PLAN

1. Overall Goals

- (1) Kyrgyz Republic-Japan Center for Human Development (hereinafter referred to as "KRJC") will perform the core function of human resource development in the field of business for market-oriented economic reform of the Kyrgyz Republic.
- (2) The KRJC will be utilized as the key place to promote mutual understanding between the peoples of the Kyrgyz Republic and Japan.

2. Project Purpose

The functions of the KRJC, which are 1) to contribute to human resources development in the area of Small and Medium-sized Enterprises of the Kyrgyz Republic toward a market-oriented economy, 2) to promote mutual understanding between the peoples of the Kyrgyz Republic and Japan, will be further strengthened.

3. Output of the Project

- (1) The overall management of the KRJC is improved.
- (2) The function of providing necessary knowledge and practical skills on business will be further strengthened.
- (3) The function of providing Japanese language education based on the diversified needs as well as the opportunities to study Japanese language in the Kyrgyz Republic will be further strengthened.
- (4) The function of providing information on economical, social and cultural aspect of both Kyrgyz Republic and Japan will be further strengthened.

4. Activities

- 1-1 To organize Joint Coordination Committee (JCC) to review KRJC's activities and discuss the annual plan of the project.
- 1-2 To redesign and monitor an action plan (annual operation plan, financial plan, administrative plan, and staff training plan) taking into account the linkage between business course, Japanese language course, and mutual-understanding-promotion activities.
- 1-3 To train local staff according to the staff-training plan.

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- 1-4 To provide necessary equipments or materials for KRJC operation.
- 1-5 To design and implements a strategy for public relations in order to publicize KRJC activities widely in the Kyrgyz Republic.
- 1-6 To improve monitoring system for all the activities of KRJC in order to reflect lessons learned upon the planning for the following year.
- 2-1 To conduct needs survey and design the business course implementation plan based on the local needs.
- 2-2 To promote the business courses for applicants.
- 2-3 To implement the business courses mainly for the service and commerce industry.
- 2-4 To improve teaching skills of local lecturers by mainly on the job training.
- 2-5 To improve the monitoring system to evaluate the outcome of the courses and reflect lessons learned in future courses.
- 2-6 To coordinate with other JICA projects, development aid organizations and other related organizations to enhance the effect of business courses.
- 2-7 To coordinate with Kyrgyz National University's business management program.
- 3-1 To conduct needs survey and design the Japanese language course implementation plan based on the local needs.
- 3-2 To improve courses management and teaching materials according to the implementation plan.
- 3-3 To promote the Japanese language courses for applicants.
- 3-4 To implement the Japanese language courses.
- 3-5 To improve teaching skills of local lecturers..
- 3-6 To establish a network between Japanese language teachers and personnel of relevant educational institutions in the Kyrgyz Republic.
- 3-7 To improve the monitoring system to evaluate the outcome of the courses and reflect lessons learned upon the future courses.
- 4-1 To conduct needs survey and design mutual understanding activity plan based on the local needs.
- 4-2 To strengthen information service on study in Japan as well as to make follow-up activities for both ex-students and ex-JICA trainees.

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- 4-3 To strengthen information service through the library, Internet, website, JICA-Net, etc, about both the Kyrgyz Republic and Japan.
- 4-4 To publicize mutual-understanding-promotion programs to both Kyrgyz and Japanese.
- 4-5 To conduct mutual-understanding-promotion programs effectively.
- 4-6 To provide KRJC facilities for the use of other organizations and their exchange programs with KRJC or Japan, when necessary.
- 4-7 To improve the monitoring system to evaluate the outcome of the activities and reflect lessons learned upon the future mutual-understanding-promotion activities.

5. Amendment of the Master Plan

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

ANNEX II LIST OF JAPANESE EXPERTS

1. Long-term experts

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

2. Short-term experts for business courses and seminars

3. Short-term experts for Japanese courses and seminars
4. Short-term experts in other fields, if necessary.

Note:

Assignment schedule of the long-term experts will depend on the progress of the Project and availability of the suitable experts. The field, number and term of assignment of short-term experts will be decided in consideration of the progress of the Project through mutual consultations.

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ANNEX III LIST OF MACHINERY AND EQUIPMENT

1. The necessary equipment for the technical transfer by the Japanese experts will be provided.
2. Other materials and equipment mutually agreed upon as necessary will be provided.

Note:

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

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ANNEX IV LIST OF LAND, BUILDINGS AND FACILITIES

The followings will be prepared by the Government of the Kyrgyz Republic for the implementation of the Project.

1. Buildings, facilities, and office space for the Project (2nd and 3rd floor of the 7th building of Kyrgyz National University)
2. Office space for Japanese experts (2nd floor of the 7th building of Kyrgyz National University)
3. Other land, buildings, and facilities necessary for the implementation of the Project will be decided upon the agreement of both sides.

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ANNEX V MEMBERS OF JOINT COORDINATION COMMITTEE

1. Chairperson

Permanent Secretary of the Ministry of Finance, the Kyrgyz Republic

2. Members

(1) Kyrgyz side:

- 1) Representative(s) of Ministry of Finance
- 2) Representative(s) of Ministry of Science and Education
- 3) Rector of Kyrgyz National University named after J. Balasagyn
- 4) Co-Director of Kyrgyz Republic-Japan Center for Human Development
- 5) Other personnel recommended by the Kyrgyz side and approved by the Chairperson

(2) Japanese side

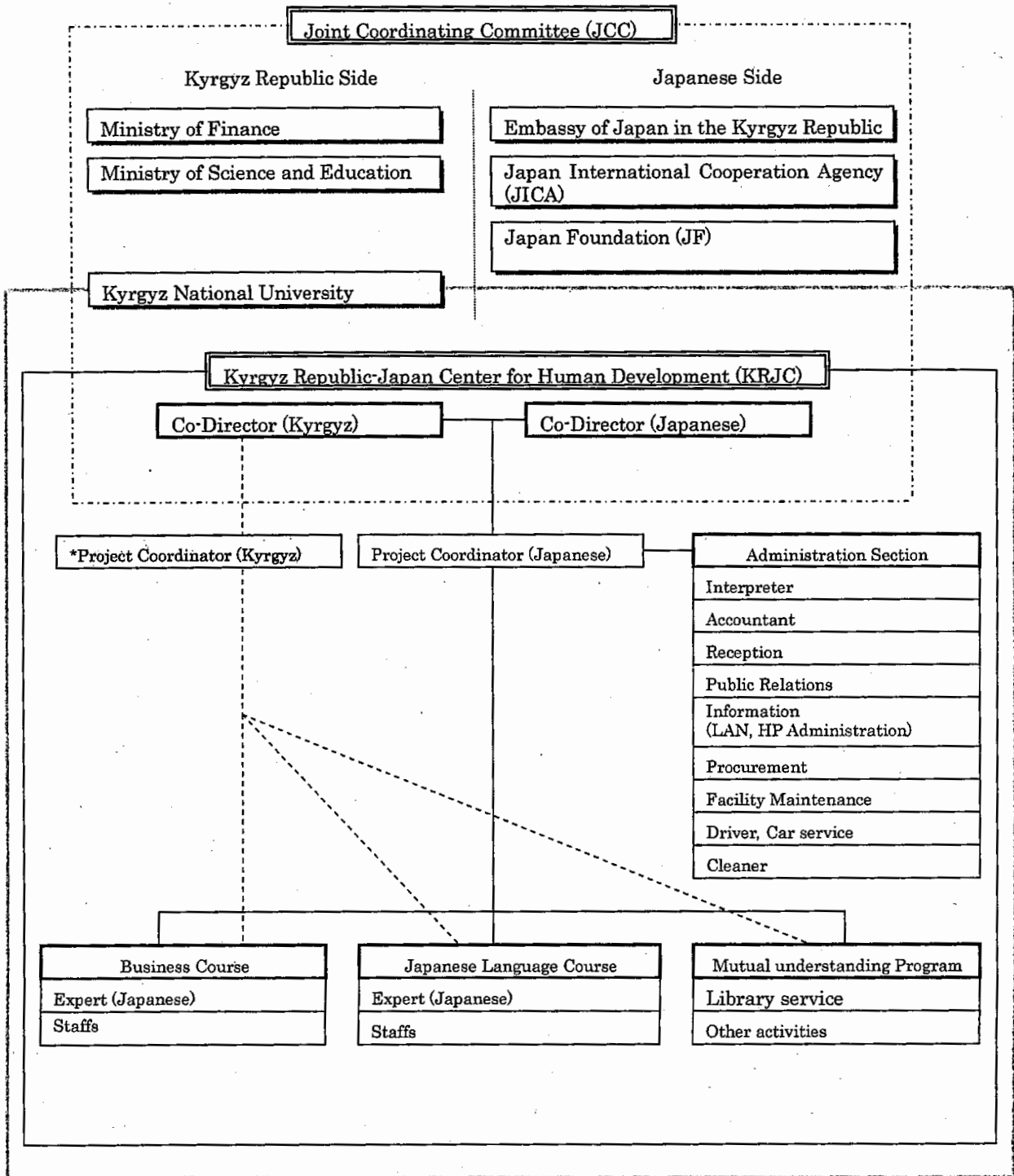
- 1) Representative(s) of the Embassy of Japan in the Kyrgyz Republic
- 2) Co-Director of Kyrgyz Republic-Japan Center for Human Development
- 3) Representative(s) of the JICA Kyrgyz Republic office
- 4) Representative(s) of Japan Foundation
- 5) Other personnel recommended by the Japanese side and approved by the Chairperson

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ANNEX VI ADMINISTRATIVE STRUCTURE OF THE PROJECT



*To be assigned

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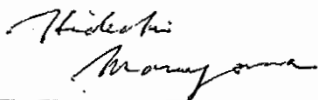
**MINUTES OF MEETINGS ON IMPLEMENTATION OF
JAPANESE TECHNICAL COOPERATION
FOR
“KYRGYZ REPUBLIC-JAPAN CENTER FOR HUMAN DEVELOPMENT (PHASE 2)”
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF KYRGYZ REPUBLIC**

The Resident Representative of Japan International Cooperation Agency (hereinafter referred to as “JICA”) Kyrgyz Republic Office and the Kyrgyz Republic authorities concerned (hereinafter referred to as “Kyrgyz side”) had a series of discussions for the purpose of working out the details of the technical cooperation project concerning “Kyrgyz Republic-Japan Center for Human Development (Phase 2)” (hereinafter referred to as “the Project”).

As a result of the discussions, JICA and Kyrgyz side agreed to recommend to their respective Governments the matters referred to in the Record of Discussions signed on 10 March 2008.

Both JICA and Kyrgyz side also agreed to make Minutes of Meetings in order to confirm the mutual understandings reached through the discussions as attached hereto.

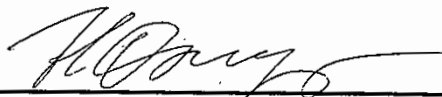
Bishkek, 18 March 2008



Mr. Hideaki MARUYAMA
Resident Representative
Kyrgyz Republic Office
Japan International Cooperation Agency
Japan



Mr. Melis MAMBETJANOV
Permanent Secretary
Ministry of Finance
Kyrgyz Republic



Prof. Yrysbeek OMURKANOV
Rector
Kyrgyz National University
named after J. Balasagyn

THE ATTACHED DOCUMENT

1. Framework of the Project

(1) Project title

“Kyrgyz Republic-Japan Center for Human Development (Phase 2)”.

(2) Name of the Center

The shortened name for Kyrgyz Republic-Japan Center for Human Development will be “Kyrgyz Republic-Japan Center/KRJC”

(3) Project target groups

The citizens, private and state enterprises, governmental officials related to the economic reform, and Kyrgyz chamber of commerce, etc.

(4) Project site

1) KRJC is located in Kyrgyz National University at Bishkek, where the main project activities will be held.

2) KRJC shall extend its activities out of Bishkek through cooperation with various organization including governmental, private, academic institution, etc.

(5) Future plans of activities

The future plans of activities are given as shown in the Tentative Project Design Matrix (ANNEX I) and the Tentative Plan of Operations (ANNEX II).

2. Cost for Activities of the Project

(1) Budgetary allocations by JICA

1) Expenses of dispatching Japanese expert(s)

2) Expenses of the transport and travel allowances for the Japanese experts for official purposes.

3) The following expenses will also be born by JICA during the term of cooperation of the Project. However, these expenses shall also be covered when appropriate by the source of revenue of KRJC such as the tuition fee of Business and Japanese language courses, sale profits of publications, and membership fee for the library, etc.

a) Expenses for the implementation of the courses such as advertising, preparation of textbooks, audio-visual materials, and locally-hired staff and lecturers, etc.

b) Expenses of communication (telephone, fax, postal and internet service)

(2) Budgetary allocations by the Kyrgyz side

The Government of Kyrgyz Republic will allocate necessary budget for general administrative expense for KRJC as follows:

1) Maintenance costs of the facilities

2) Electricity and water expenses

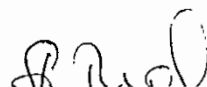
3) Salary and all the necessary costs related to Kyrgyz Co-Director dispatched from Kyrgyz National University

(3) Others

In the event that unexpected expenses arise, necessary measures such as 'cost-sharing' should be taken in light of the purpose of the project through mutual consultation.

ANNEX I TENTATIVE PROJECT DESIGN MATRIX

ANNEX II TENTATIVE PLAN OF OPERATIONS



Project Design Matrix (PDM) (Tentative)

Project Title : Kyrgyz Republic-Japan Center for Human Development project (KRJC)(Phase 2)		Duration : April 2008 ~ March 2013	Ver. No. : 0	Date: 31 January 2008
Narrative Summary (request)		Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal</p> <p>1. The KRJC will perform the core function of human resource development in the field of business for market-oriented economic reform of the Kyrgyz Republic.</p> <p>2. The KRJC will be utilized as the key place to promote mutual understanding between the people of the Kyrgyz Republic and Japan.</p>	<ul style="list-style-type: none"> No. of private company recognizing KRJC No. of private company which have been improved by completing KRJC's Business course. No. of private company started by completing KRJC's Business course. No. of Japanese language teaching institutions and teachers recognizing KRJC No. of participants of Japanese language course passed the Japanese Language Proficiency Test No. of participants becoming Japanese teachers No. of Kyrgyz students who study in Japan No. of participant who utilize knowledge and skills acquired from KRJC courses 	<ul style="list-style-type: none"> Sample survey to the members of the Chamber of Commerce and Industry Sample survey to the members of Japanese Language Teachers Association and other university faculty members Questionnaire to participants Biannual project reports Follow-up survey reports on ex-participants Government reports 	<p>Political condition of the Kyrgyz Republic is stable</p>	
<p>Project Purpose</p> <p>The functions of the KRJC, which are 1) to contribute to human resources development in the area of Small and Medium-sized Enterprises of the Kyrgyz Republic toward a market-oriented economy, 2) to promote mutual understanding between the people of the Kyrgyz Republic and Japan, will be further strengthened.</p>	<p>Improvement in recognition</p> <ul style="list-style-type: none"> No. of visitors No. of participants of all KRJC activities Satisfaction level of visitors and participants Proportion of participants from the region other than Bishkek city <p>Promotion of ownership</p> <ul style="list-style-type: none"> Proportion of local lecturers out of total course hours No. of local staff assigned to program managers of KRJC Upper-level task undertaken by the local staff themselves <p>Financial sustainability</p> <ul style="list-style-type: none"> Proportion of KRJC's own revenue to local expenditure <p>Networking</p> <ul style="list-style-type: none"> No. of activities in cooperation with related organizations (EBRD, GTZ, JICE, etc.) No. of activities in cooperation with returnees of scholarship program as well as JICA's training programs in Japan 	<ul style="list-style-type: none"> Biannual project reports Questionnaire to participants and visitors Monitoring and evaluation reports Balance sheet 	<p>The Government of the Kyrgyz Republic maintains the current policy to promote market economy.</p>	

<p>Output</p> <p>1. The overall management of the KRJC is improved.</p>	<p>1. Annual and ad-hoc JCC meetings to be held</p> <p>1. Monthly KRJC meetings to facilitate communication between three programs</p> <p>1. Annual operational, financial, and organizational plans to be formulated, implemented, monitored and revised quarterly</p> <p>1. Staff training plan of KRJC</p> <p>1. No. of joint activities combining business, Japanese language and mutual understanding activities</p> <p>1. Types and no. of publicity programs contributed to increase the number of participants or to improve KRJC's activities</p> <p>1. The website to be updated every month</p> <p>1. No. of access to the website</p>	<p>1. Record of JCC meetings</p> <p>1. Record of monthly KRJC meetings</p> <p>1. Biannual project reports</p> <p>1. Monitoring and evaluation reports</p> <p>1. Questionnaire to participants</p> <p>1. KRJC annual plans of operation and revised plans</p> <p>1. Balance sheet</p> <p>1. Organization chart</p> <p>1. List of local staff</p> <p>1. Record of meetings with related organizations</p> <p>1. List of inquiry</p>
<p>2. The function of providing necessary knowledge and practical skills on business will be further strengthened.</p>	<p>2. Annual implementation policy and course plan to be formulated and implemented as scheduled</p> <p>2. Improved monitoring system</p> <p>2. No. of participants by region/sector/title, etc.</p> <p>2. % of fulfillment of course completely</p> <p>2. Satisfaction level of participants</p> <p>2. No. of improved courses and teaching materials</p> <p>2. No. of identified and trained local lecturers</p> <p>2. No. of business courses cooperated and consulted with other aid organizations</p> <p>2. No. of courses initiated and implemented by local staff</p>	<p>2. KRJC annual plan of operation</p> <p>2. Annual course outline</p> <p>2. Annual course implementation plan</p> <p>2. Record of course implementation</p> <p>2. Monitoring and evaluation reports</p> <p>2. List of teaching materials</p> <p>2. List of local lecturers</p>
<p>3. The function of providing Japanese language education based on the diversified needs as well as the opportunities to study Japanese language in the Kyrgyz Republic will be further strengthened.</p>	<p>3. Annual implementation policy and course plan to be formulated and implemented as scheduled</p> <p>3. Improved monitoring system</p> <p>3. No. of participants by region/professor/aim, etc.</p> <p>3. % of fulfillment of course completely</p> <p>3. Satisfaction level of participants</p> <p>3. No. of improved courses and teaching materials</p> <p>3. No. of identified and trained local lecturers</p> <p>3. No. of courses initiated and implemented by local staff</p>	<p>3. KRJC annual plan of operation</p> <p>3. Annual course outline</p> <p>3. Annual course implementation plan</p> <p>3. Record of course implementation</p> <p>3. Monitoring and evaluation reports</p> <p>3. List of teaching materials</p> <p>3. List of local lecturers</p>
<p>4. The function of providing information on economical, social and cultural aspect of both the Kyrgyz Republic and Japan will be further</p>	<p>4. Annual implementation policy and course plan to be formulated and implemented as scheduled</p>	<p>4. KRJC annual plan of operation</p> <p>4. Record of activity</p>

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<p>strengthened.</p> <p>Activities</p> <p>1-1 To organize Joint Coordination Committee (JCC) to review KRJC's activities and discuss the annual plan of the project.</p> <p>1-2 To redesign and monitor an action plan (annual operation plan, financial plan, administrative plan, and staff-training plan) taking into account the linkage between business course, Japanese language course, and mutual-understanding-promotion activities.</p> <p>1-3 To train local staff according to the staff-training plan.</p> <p>1-4 To provide necessary equipments or materials for KRJC operation.</p> <p>1-5 To design and implement a strategy for the public relations in order to publicize KRJC activities widely in the Kyrgyz Republic.</p> <p>1-6 To improve monitoring system for all the activities of KRJC in order to reflect lessons learned upon the planning for the following year.</p> <p>2-1 To conduct needs survey and design the business course implementation plan based on the local needs.</p> <p>2-2 To promote the business courses for applicants.</p> <p>2-3 To implement the business courses mainly for the service and commerce industry.</p> <p>2-4 To improve teaching skills of local lecturers by mainly OJT.</p> <p>2-5 To improve the monitoring system to evaluate the outcome of the courses and reflect lessons learned in future courses.</p> <p>2-6 To coordinate with other JICA projects, development aid organizations and other related organizations to enhance the effect of business courses.</p> <p>2-7 To coordinate with KNU's business management program.</p> <p>3-1 To conduct needs survey and design the Japanese language course implementation plan based on the local needs.</p> <p>3-2 To improve courses management and teaching materials according to the implementation plan.</p> <p>3-3 To promote the Japanese language courses for applicants.</p> <p>3-4 To implement the Japanese language courses.</p> <p>3-5 To improve teaching skills of local lecturers.</p> <p>3-6 To establish a network between Japanese language teachers and personnel of relevant educational institutions in the Kyrgyz Republic.</p> <p>3-7 To improve the monitoring system to evaluate the outcome of the</p>	<p>4. Improved monitoring system initiated and implemented by local staff</p> <p>4. No. of participants (both Kyrgyz and Japanese) for mutual understanding activities</p> <p>4. Satisfaction level of visitors and participants</p> <p>4. No. of participants by region</p>	<p>implementation and evaluation reports</p> <p>4. Questionnaire of participants</p> <p>4. Attendance record of participants</p> <p>4. List of local staff</p>	<p>The cooperation to KRJC is continuously maintained by Kyrgyz ministries, universities and other related organizations</p> <p>Local staff will work at KRJC continuously.</p> <p>Precondition: Site for KRJC is secured by the Government of the Kyrgyz Republic</p>
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<p>courses and reflect lessons learned upon the future courses.</p> <p>4-1 To conduct needs survey and design mutual understanding activity plan based on the local needs.</p> <p>4-2 To strengthen information service on study in Japan as well as to make follow-up activities for both ex-students and ex-JICA trainees.</p> <p>4-3 To strengthen information service through the library, Internet, website, JICA-Net etc, about both the Kyrgyz Republic and Japan.</p> <p>4-4 To publicize mutual-understanding-promotion programs to both the Kyrgyz Republic and Japanese.</p> <p>4-5 To conduct mutual-understanding-promotion programs effectively.</p> <p>4-6 To provide KRJC facilities for the use of other organizations and their exchange programs with KRJC or Japan when necessary.</p> <p>4-7 To improve the monitoring system to evaluate the outcome of the activities and reflect lessons learned upon future mutual-understanding-promotion activities.</p>		
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PLAN OF OPERATIONS (Tentative)

Project Title: Kyrgyz Republic-Japan Center for Human Development project (Phase 2)
 KRJC: Kyrgyz Republic-Japan Center KNU: Kyrgyz National University
 OJT: On the Job Training JFY: Japanese Fiscal Year (from April to March)
 △: ICC meeting ○: Evaluation and Revision
 ⊙: On the Job Training ⊕: Planning △: Assignment of Project Coordinator(Kyrgyz site)

Activities	JFY2008				JFY2009				JFY2010				JFY2011				JFY2012				Remarks
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
OUTPUT1: The overall management of the KRJC is improved.																					
1-1	To organize Joint Coordination Committee (JCC) to review KRJC's activities and discuss the annual plan of the project.																				
1-2	To redesign and monitor an action plan (annual operation plan, financial plan, administrative plan, and staff-training plan) taking into account the linkage between business course, Japanese language course, and mutual-understanding-promotion activities.																				
1-3	To train local staff according to the staff-training plan.																				
1-4	To provide necessary equipments or materials for KRJC operation.																				
1-5	To design and implement a strategy for the public relations in order to publicize KRJC activities widely in the Kyrgyz Republic.																				
1-6	To improve monitoring system for all the activities of KRJC in order to reflect lessons learned upon the planning for the following year.																				
OUTPUT2: The function of providing necessary knowledge and practical skills on business will be further strengthened.																					
2-1	To conduct needs survey and design the business course implementation plan based on the local needs.																				
2-2	To promote the business courses for applicants.																				
2-3	To implement the business courses mainly for the service and commerce industry.																				
2-4	To improve teaching skills of local lecturers by mainly OJT.																				
2-5	To improve the monitoring system to evaluate the outcome of the courses and reflect lessons learned in future courses.																				
2-6	To coordinate with other JICA projects, development aid organizations and other related organizations to enhance the effect of business courses.																				
2-7	To coordinate with KNU's business management program.																				
OUTPUT3: The function of providing Japanese language education based on the diversified needs as well as the opportunities to study Japanese language in the Kyrgyz Republic will be further strengthened.																					
3-1	To conduct needs survey and design the Japanese language course implementation plan based on the local needs.																				
3-2	To improve courses management and teaching materials according to the implementation plan.																				
3-3	To promote the Japanese language courses for applicants.																				
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3-7	To improve the monitoring system to evaluate the outcome of the courses and reflect lessons learned upon the future courses.																				

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