

キルギス共和国
日本人材開発センター・ビジネス人材育成
プロジェクト
終了時評価調査報告書

平成27年12月
(2015年)

独立行政法人国際協力機構
産業開発・公共政策部

産 公
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略 語 表

略語	スペル	意味
BPN	Business Professional Network	ビジネス・プロフェッショナル・ネットワーク
CCI	Chamber of Commerce and Industry	商工会議所
C/P	Counterpart Personnel	カウンターパート
EEC	Eurasian Economic Community	ユーラシア経済共同体
HRM	Human Resource Management	人的資源管理
JCC	Joint Coordination Committee	合同調整委員会
JF	Japan Foundation	国際交流基金
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
JOCV	Japan Overseas Cooperation Volunteers	青年海外協力隊
KNU	Kyrgyz National University	キルギス国立総合大学
KRJC	Kyrgyz Republic-Japan Center for Human Development	キルギス共和国日本人材開発センター
MBA	Master of Business Administration	経営学修士
NPO	Non-Profit Organizations	非営利団体
ODA	Official Development Assistance	政府開発援助
OJT	On-the-Job Training	オンザジョブ・トレーニング
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PO	Plan of Operations	活動計画
PQM	Production Quality Management	生産品質管理
R/D	Record of Discussions	討議議事録
SME	Small and Medium Enterprise	中小企業
UCA	University of Central Asia	中央アジア大学
UNDP	United Nations Development Programme	国連開発計画

終了時評価調査結果要約表

1. 案件の概要	
国名：キルギス共和国	案件名：キルギス共和国日本人材開発センター・ビジネス人材育成プロジェクト
分野：民間セクター開発	援助形態：技術協力プロジェクト
所轄部署：産業開発・公共政策部 民間セクターグループ	協力金額（評価時点）：2億7,000万円（計画含む）
協力期間	2013年4月1月～2016年3月31日
	先方関係機関：キルギス国立総合大学（KNU）
	日本側協力機関：国際交流基金（JF）
	他の関連協力：
<p>1-1 協力の背景と概要</p> <p>キルギス共和国（以下、「キルギス」という。）は、1991年の独立以降、民主化及び市場経済化を軸とした改革を推進しているが、天然資源に恵まれず成長産業にも特筆すべきものがあまりなく、一方で急速な自由化で国内産業が厳しい国際競争に晒されるなど、国民はいまだ経済改革の成果を享受していない。そのため、持続した開発が見込めないまま、依然として貧困率が高く、国際的な経済支援を受ける状況から脱却できないでいる。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、教育水準の高い労働力といった比較優位も存在することから、これらの優位性を最大限に活用し、農産加工業等基幹産業を牽引しつつ外貨を誘致し、脆弱な産業基盤を強化することが急務となっている。そのためには、産業を支える人材の育成及び組織制度の整備、経済インフラの整備等が必要不可欠となっている。</p> <p>こうした背景の下、キルギスにおける市場経済移行支援並びにキルギスと日本の相互理解促進・関係強化を目的として、キルギス政府とわが国関連の国際機関である支援委員会により「キルギス日本センター※」が1995年に開所された。JICAはこれまでに、「キルギス共和国日本人材開発センタープロジェクト」（2003年4月～2008年3月）、「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）」（2008年4月～2013年3月）を実施した。</p> <p>さらに、KRJCの組織体制の更なる強化とより質の高いビジネスコースの提供を目的として、「キルギス共和国日本人材開発センター・ビジネス人材育成プロジェクト」（2013年4月～2016年3月）を継続支援している。本事業では、特にビジネスコースを中心としたプロジェクトの実施により、市場経済化の担い手となるビジネス人材の輩出とともに、センターの組織体制・財務体制の自立をめざしている。</p> <p>1-2 協力内容</p> <p>本事業は、キルギスにおいてKRJCの組織運営体制、及びビジネス人材育成機関としての機能の強化を行うことにより、KRJCの持続的な運営体制と機能の確立を図り、もってキルギスの市場経済の発展に寄与するものである。</p> <p>(1) 上位目標 KRJCがキルギスの市場経済開発を担うビジネス人材を輩出する中核機関となる。</p> <p>(2) プロジェクト目標 キルギスの人材育成機関としてKRJCの持続的な運営体制と機能が確立される。</p>	

※ 2003年から名称が「キルギス共和国日本人材開発センター（Kyrgyz Republic-Japan Center for Human Development。以下「KRJC」という。）」へ変更されました。

(3) 成 果

1. KRJC 職員による自立発展的な組織運営管理体制が強化される。
2. KRJC のビジネス人材育成機能が強化される。

(4) 投入 (評価時点)

日本側：総投入額 約 2 億 7,000 万円

長期専門家派遣	3 名	機材供与	309 万 7,000 円
短期専門家派遣	7 名	ローカルコスト負担	3,525 万 7,000 円
研修員受入	30 名		
その他	303 万 2,000 円		

相手国側：

カウンターパート (C/P) 配置	共同所長 1 名、常勤職員 12 名
土地・施設提供	KRJC スペースの提供
ローカルコスト負担	施設、光熱費

2. 評価調査団の概要

調査者	(担当分野：氏名 職位)	
	総括 上田隆文 JICA 国際協力専門員	
	協力企画 江原啓二 JICA 産業開発・公共政策部 民間セクターグループ 第二チーム 主任調査役	
評価分析 田中恵理香 グローバルリンクマネジメント株式会社 社会開発部 シニア研究員		
調査期間	2015 年 9 月 2～20 日	評価種類：終了時評価

3. 評価結果の概要

3-1 実績の確認

- (1) 上位目標：KRJC がキルギスの市場経済開発を担うビジネス人材を輩出する中核機関となる。

上位目標の達成については、達成される可能性が高いと考えられる。

【指標】

民間セクターで活躍するビジネスコースの修了者が毎年 100 名排出される。

【実績】

A コースの参加者は、毎年 100 名を超えており、各コースの修了者は、おおむね 70% 程度ある。A コースのみの修了者では、年間 100 名に達していないが、他コースを含めれば、更に多くの者が KRJC のビジネスコースに参加・修了している。修了者の 10～50% は、キャリアアップやビジネス拡大を実現している。

KRJC の長期にわたる協力の成果として、修了者の多くは、実際にコースに応募するかなり前から KRJC を知っており、類似のビジネスコースを実施している機関で仕事をしている者も KRJC のビジネスコースを高く評価している。

- (2) プロジェクト目標：キルギスの人材育成機関として KRJC の持続的な運営体制と機能が確立される。

プロジェクト目標の指標は達成されつつある。

【指標】

1：プロジェクト終了時まで、KRJC の実施可能な運営管理・予算・人材計画が、キルギ

ス側のイニシアティブによって策定され、合同調整委員会（Joint Coordination Committee。以下「JCC」という。）で承認される。

2：プロジェクト終了後の KRJC 中期運営計画がキルギス側のイニシアティブにより作成され、JCC で承認される。

3：キルギスにおけるビジネス人材育成の中核機関として、国内外の関係機関、企業、人材のネットワーキング及び連携活動が KRJC により絶えず促進される。

【実績】

- ・現地職員が積極的に関与して、予算と人事の計画を含む KRJC の運営計画が毎年策定されている。（指標 1）
- ・現地職員の意見や提案を盛り込んだ中期運営計画案が策定され、2015 年 5 月の JCC で検討された。同計画は、終了時評価期間中に承認、署名された。（指標 2）
- ・KRJC では、関連機関と連携した活動を実施してきており、今後も継続されることが見込まれる。例えば、中央アジア大学（University of Central Asia。以下「UCA」という。）と協力してタジキスタンにおいて開催したビジネスコースの実施、日本の大学に対するセミナーの実施などがある。（指標 3）

(3) 成 果

- 1) 成果 1：KRJC 職員による自立発展的な組織運営管理体制が強化される。
成果 1 の指標は達成されている。

【指標】

- 1-1：プロジェクト終了時まで、KRJC 支出に占める JICA の在外事業強化費の割合が 40%になる。
- 1-2：KRJC 職員によって組織図が策定され、年に一度以上定期的に更新される。
- 1-3：KRJC 職員によって年間事業計画と予算計画が策定され、実施される。
- 1-4：KRJC 職員によって活動報告書が半年に一度作成される。
- 1-5：KRJC 職員によって事業ごとの財務諸表が整備され、活動報告書に含まれる。
- 1-6：JCC が毎年開催され、年間活動報告書と年間事業計画が承認される。
- 1-7：プロジェクト終了時まで、KRJC 事業の計画、実施、運営管理が KRJC 職員によって日本人専門のサポートなしで自立的に実施される。
- 1-8：プロジェクト終了後の KRJC のミッション、運営上の方針と主要活動が、KRJC 中期運営計画（5 年間）として取りまとめられ、JCC にて承認される。

【実績】

- ・KRJC の年間収入は、2013 年度が約 11 万米ドル、2014 年度は約 15 万米ドルであった。KRJC の支出総額における JICA の在外事業強化費からの負担割合は 2014 年度に 32%であった。フェーズ 2 では、2011 年に KRJC の総収入額が約 11 万米ドル、KRJC の支出総額に占める JICA の負担額の割合は 83% であったので、JICA の負担割合は大幅に低下している。（指標 1-1）
- ・KRJC 職員により、組織図が作成され、年 1 回以上定期的に更新されている。（指標 1-2）
- ・年間活動実施計画と予算計画は、キルギス側の共同所長とシニアマネジャーを中心に策定されている。（指標 1-3）
- ・半期ごとの活動報告は、キルギス側共同所長とシニアマネジャーを中心に策定されている。（指標 1-4）

- ・財務報告は、キルギス側共同所長とシニアマネジャーを中心に策定され、活動報告のなかに取りまとめられている。(指標 1-5)
- ・毎年の JCC において、当該年の年間活動報告と翌年の年間活動計画が承認されている。JCC に提出される文書は、キルギス側共同所長とシニアマネジャーを中心に現地職員が作成している。(指標 1-6)
- ・A コースやテーマ別セミナー、ガスプロム石油公社向け企業研修 (C コース) 等、さまざまな活動が現地職員により計画され、日本人専門家の支援を得つつ現地講師が実施している。(指標 1-7)
- ・KRJC の中期運営計画が、現地職員の意見と提言を盛り込んで策定された。中期運営計画は、2015 年 5 月の JCC で発表され、終了時評価中に関係者の間で署名された。(指標 1-8)

2) 成果 2： KRJC のビジネス人材育成機能が強化される。

成果 2 の指標は指標 2-1 の参加者数を除き達成されている。

【指標】

- 2-1：ビジネスコースの参加者が各コースの受講可能数の 85%、満足度が平均 70%以上となる。
- 2-2：ビジネスコース修了者による起業・キャリアアップ・経営改善等の実践的成果が確認された数。
- 2-3：育成された現地講師（非常勤講師含む）が主要 4 分野〔ビジネスプランニング、マーケティング、生産品質管理（Production Quality Management。以下「PQM」という。）、人的資源管理（Human Resource Management。以下「HRM」という。）〕で各 2 名以上となる。
- 2-4：現地講師による講義時間の比率が向上する。
- 2-5：カリキュラム・教材の改定・新規開発を定期的実施する仕組みが確立される。
- 2-6：プロジェクト終了時まで、ビジネスコースの計画・運営・管理が KRJC 職員によって自立的に実施される。
- 2-7：ビジネスコース修了者及び同窓会会員データベースが年に一度以上定期的に更新され、活用される。
- 2-8：ビジネスコース修了者及び同窓会会員に対するセミナー、現場指導等のフォローアップ活動がコースごとに各 6 回以上実施される。
- 2-9：他関連機関・事業とのビジネス人材育成分野におけるネットワーキングや連携活動の種類と数。

【実績】

- ・プロジェクト開始から本評価時点までに第 13（ラウンド 13）～17 回（ラウンド 17）までの A コースが実施された。同コースの定員（70 名）に対する実際の参加者の割合は、第 15、16、17 回では参加者数がそれぞれ 64%、84%、77%となり、受講可能数の 85%に満たなかった。またコースの満足度は、すべての回において 70%以上を記録した。(指標 2-1)
- ・プロジェクトで実施したアンケート調査によれば、コース受講により、起業、ビジネス拡大、キャリアアップ等の成果があったとの回答を得ている。(指標 2-2)
- ・2015 年 7 月時点で、ビジネスプランニングに 3 名、マーケティングに 3 名、PQM に 2 名、HRM に 2 名の現地講師がいる。(指標 2-3)

- ・ビジネスコース（A コース）のなかで現地講師が担当する講義の割合は、事業開始当初の 70%から年々増加し、第 17 回では 76%に増加している。（指標 2-4）
- ・カリキュラム、教材は、参加者の意見を取り入れ、定期的に見直しを行い改訂されている。（指標 2-5）
- ・ビジネスコースは、日本人専門家の支援を得つつ、基本的に KRJC 職員が計画・実施している。また、各種研修を含む KRJC 全体の計画と運営を KRJC 職員が行っている。（指標 2-6）
- ・A コース修了者及び同窓会会員のデータベースは、各回が終了するごとに更新している。データベースは、E メールリストを通じて各種案内を発信するなど活用されている。（指標 2-7）
- ・2013 年に 7 件、2014 年に 6 件、2015 年に 6 件のフォローアップ活動が実施された。（指標 2-8）
- ・UCA との協力によるタジキスタンでのミニ経営学修士（Master of Business Administration。以下「MBA」という。）コース開催、日本の大学との協力等の連携活動が実施された。（指標 2-9）

3-2 評価結果の要約

(1) 妥当性

妥当性は高い。

- ・キルギスの経済・社会開発には、民間セクターの開発が不可欠である。ビジネス人材育成のニーズは引き続き高い。同国内に MBA コースをもつ大学は幾つかあるが、KRJC のビジネスコースは、実践的なビジネス経営を主眼とし、またミニ MBA コースの期間は 3 カ月と比較的短期間で職をもっている人が参加しやすく、ビジネス人材のニーズに即したものとなっている。
- ・キルギス政府の「国家持続的開発戦略（National Sustainable Development Strategy for the Kyrgyz Republic : 2012-2017）」では、民間セクター開発が重点課題のひとつとなっている。そのなかで、投資と産業多角化の推進、市場のニーズに即した人材の育成が戦略に挙げられている。
- ・わが国の「対キルギス共和国国別援助方針」（2012 年 10 月）では、基本方針（大目標）を「民主主義の定着を後押しする持続的かつ均衡のとれた経済成長への支援」とし、同方針の付属文書である「対キルギス共和国事業展開計画」（2014 年 5 月）では、重点分野（中目標）として、（1）運輸インフラの維持管理と地域間格差の是正、（2）社会インフラの再構築、の 2 点を挙げている。重点分野（1）のなかに、運輸インフラの整備、農業・ビジネス振興、ガバナンス・政策立案能力向上の三つの開発課題が挙げられている。
- ・フェーズ 2 終了にあたり、民間セクター振興のニーズにかんがみ、ビジネス人材の育成に焦点をあてプロジェクトの計画が策定された。
- ・プロジェクトは、KRJC 全体の組織能力の強化とビジネス研修センターとしての機能の強化の二つのコンポーネントからなっている。二つのコンポーネントはプロジェクト目標の達成に不可欠であり、プロジェクトは適切にデザインされているといえる。
- ・プロジェクトは、日本の技術優位性を考慮してデザインされた。日本は民間セクターのビジネスで豊富な経験があり、PQM、HRM、コミュニケーション等を含む日本的経営は、キルギスをはじめ多くの国で高く評価されている。

(2) 有効性

有効性は高い。

- ・プロジェクト目標の指標は達成されつつある。KRJC 職員の能力とコミットメントはプロジェクト期間を通じて向上し、プロジェクト目標はキルギス側カウンターパート（Counterpart Personnel。以下「C/P」という。）と職員のイニシアティブで達成されつつある。キルギス側 C/P と職員は、中期運営計画の策定に積極的に関与している。また、関連機関と連携した活動の実施を積極的に進めており、幾つかの活動が成功裡に実施されている。
- ・アウトプットである組織能力の強化とビジネス研修センターとしての機能強化は、プロジェクト目標の達成に不可欠なコンポーネントであり、アウトプットからプロジェクト目標に至るロジックは適切である。

(3) 効率性

効率性は高い。

- ・二つのアウトプットの指標はおおむね達成されている。アウトプット 1 の指標はほぼ達成されている。KRJC の職員の能力は向上し、KRJC 職員のイニシアティブにより KRJC の運営が改善されている。アウトプット 2 については、指標 2-1 の参加者の数が目標値に達していないが、その他のアウトプット 2 の指標は 2-1 を除き達成されており、KRJC のビジネス研修センターとしての機能は強化されていると考えられる。
- ・投入からアウトプットに至るまでのロジックは適切である。アウトプット達成に必要な活動が適切に計画されている。タジキスタンにおけるビジネスコースの実施や日本の大学との連携はプロジェクト・デザイン・マトリックス（Project Design Matrix。以下「PDM」という。）の活動には明記されていないものの、関係機関との連携を推進するための活動の一部と位置づけられる。これらはいずれも成功裡に実施され、成果を上げている。
- ・また、活動を実施するために十分な投入が計画され実施された。投入はすべて適切に活用され、成果発現に貢献した。
- ・アウトプット達成を阻害するような外部条件は特に報告されていない。

(4) インパクト

インパクトは中程度である。

- ・上位目標については、達成される可能性が高いと考えられる。A コースの参加者は毎年 100 名を超え、うち約 70% が同コースを修了している。KRJC 職員及び現地講師によれば、多くの修了生が実際のビジネスにおいて活躍しており、うち 10～50% はキャリアアップやビジネスの拡大に成功している。なお、これらコメントは、同コース修了生に対するアンケート結果（アウトプット 2 参照）とおおよそ整合している。近い将来、ビジネス界で活躍または成功する修了者は更に増える可能性は期待できるが、上位目標の達成度を正確に判断するには、詳細な追跡調査を行う必要がある。
- ・修了者や関連機関のインタビューから、事業実施の結果、KRJC の認知度と評判はかなり高くなっていると判断される。
- ・プロジェクト目標から上位目標に至るロジックは、おおむね適切であるが、上位目標の達成には、経済状況は修了者個人の能力やモチベーション等、事業の活動だけではコントロールできない要因もある。また、修了者が経営する会社では、ビジネスに必要な技術者や事務職員等の人材を確保するのが難しいという声も聞かれている。こうした外部要因に留

意が必要である。

- ・ 修了者の所属する会社の業績に対する正のインパクトが報告されている。
- ・ KRJC の機能強化のコンポーネントとして実施した関連機関との連携活動の結果、インパクトが確認された。UCA と共同で実施したタジキスタンのビジネスコースでは、タジキスタンのビジネス人材への便益をもたらし、地域協力を促進することとなった。日本の大学との連携では、日本の大学にも有益な活動となっている。また、KRJC に対する長期にわたる協力の結果、4名のAコース修了者が現在KRJCの講師を務めている。
- ・ 負のインパクトは特に報告されていない。

(5) 持続性

持続性はおおむね高いと考えられるが、財政的基盤を更に強化する必要がある。

(政策面)

- ・ 現行の政策である「国家持続的開発戦略」は、2017年までの期間に対するものであるため、市場経済振興に関する政策は当面は継続すると考えられる。終了時評価でのインタビューでは、財務省と教育省は引き続きKRJCに対する支援を行う予定である。

(組織面)

- ・ KRJC の事業実施能力、調整能力は向上している。活動の大部分は、既にキルギス側C/Pとスタッフを中心に実施できるようになっている。
- ・ KRJC の公益法人非営利団体 (Non-Profit Organizations。以下「NPO」という。)としての法的地位は今後も変わらない予定である。

(財政面)

- ・ KRJC の年間収入は増加しており、収入全体に占めるKRJC独自収入の割合も増加しているが、財政的に自立しているという状態には、まだ遠い。KRJCでは、Cコースや日本の大学との連携等収入につながる活動を拡大することを計画している。

(技術面)

- ・ このフェーズになってから、KRJCの職員の離職が少なく定着するようになっており、日本人専門家の支援は必要であるものの、職員の能力も向上している。ビジネスコースにおいても、現地講師の役割が大きくなっているが、まだ日本人講師の支援は必要である。
- ・ KRJC職員は、日本人専門家から移転された知識とスキルを活用している。ビジネス界で活躍している修了者も、KRJCで習得した知識やスキルを活用しているということであった。また、長期にわたるビジネスコース実施の成果として、修了者の間で同窓生ネットワーク(Gクラブ)を活用して情報交換やサポートを行っていることから、ビジネスコースの成果は、修了者の間で広く活用されると考えられる。
- ・ 供与機材はすべて活用されており、維持管理状況も良好である。
- ・ 今フェーズ中に中期運営計画が策定されていることから、KRJCの事業は同計画に基づき、プロジェクト終了後も実施されると考えられる。

3-3 効果発現に貢献した要因

(1) 計画内容に関すること

- ・ 活動、成果、プロジェクト目標が適切に計画されたため、活動の着実な実行がプロジェクト目標の達成につながった。

(2) 実施プロセスに関すること

- ・KRJCでは、公平かつ効果的な人事評価システムを確立し、定期的に職員の業績につき適切なレビューを行った結果、職員の仕事へのモチベーション向上につながった。またオンザジョブ・トレーニング（On-the-Job Training。以下「OJT」という。）を通じ現地職員の能力が向上した。
- ・業務マニュアルや決裁シート等のさまざまな「運営管理ツール」を開発したことが、業務の向上につながった。

3-4 問題点及び問題を惹起した要因

(1) 計画内容に関すること

- ・特になし

(2) 実施プロセスに関すること

- ・キルギス国立総合大学（Kyrgyz National University。以下「KNU」という。）を含む事業関係者の間で時折コミュニケーションが円滑でなかったことがあったため、関係者と積極的にコミュニケーションを図るよう意思統一した。
- ・キルギスの経済が停滞していること、他の機関が類似のビジネスコースを提供していること、ビジネスコースの市場が飽和しつつあること等により、ビジネスコースの応募者が減少している。そこでKRJCの強みを生かすコース内容等を検討し、また個別企業訪問により研修ニーズの掘り起こしを行った。

3-5 結論

活動は、ほぼ予定どおり実施され、アウトプットとプロジェクト目標の指標はおおむね達成されつつある。妥当性、有効性、効率性は高く、インパクトは中程度であるものの、修了生へのアンケートにより実際のビジネスにおける業績拡大、キャリアアップといった効果が確認されている。ただし、持続性はおおむね高いが、財政基盤を更に強化する必要がある。以上、改善すべき点もあるものの、プロジェクト目標はほぼ達成される見込みであることから、プロジェクトは2016年3月に予定どおり終了するものとする。

3-6 提言

（KRJCに対する事業終了までの提言）

(1) KRJC 職員の能力強化

KRJCの能力強化はコンポーネントのひとつであったが、引き続きKRJC職員の能力を向上させるための努力を続ける。KRJCの職員及び組織全体の能力を向上させるため、OJTに加え、プロジェクト終了までに、業務マニュアルや決裁シートのような運営管理ツールを見直し、更に整備していくことが求められる。

（長期にわたる提言）

(1) ビジネスコースの継続的改善

ビジネス人材開発の組織として、有用なコースを提供することは不可欠である。他の機関で類似のビジネスコースを実施するようになったこともあり、Aコースの応募者が減少する傾向がみられる。KRJCとしては、変化する市場のニーズに即したビジネス人材の育成を行うことをめざし、日本の経験を取り入れるなどビジネス人材にとって魅力のあるコースを引

き続き提供していく。そのため、常にコースのカリキュラムと内容を見直し改訂していくことが必要である。

(2) 財政基盤の強化

KRJC の財政基盤を強化するため、独自収入を増やすための活動を拡大していく。例えば、起業に対する個別コンサルテーションや日本の大学と連携した活動を増加していくことを検討する。

(3) 日本の大学との連携活動の強化

上記で述べたとおり、日本の大学との活動は、現在、KRJC の重要な収入源のひとつである。さらに、この活動は、対象となっている日本の大学と大学生にとっても有益なものとなっている。こうした点から、日本の大学と連携した活動は更に強化していき、ひいては、キルギスと日本との関係強化にもつながるようにしていくことが望ましい。

(4) ビジネスコース修了者に対する支援

ビジネスコースの修了者に対する支援を更に強化していくことが重要である。例えば、フォローアップ活動、情報提供、ビジネスマッチング活動等である。経営者または管理職である修了者から、技術者や事務スタッフ等の人材の採用に苦労しているという声が聞かれており、職業訓練や人材育成を行っている機関と連携することも有用と考えられる。また、多くの修了者が他の修了者を通じて有用な情報を得ていることから、同窓生ネットワーク（Gクラブ）の活動を引き続き支援することも重要である。

(5) キルギス国立総合大学（KNU）との協力

KNU との協力関係は、更に強化していくことが望ましい。その一環として、KNU と KRJC 双方にとって有用な活動を実施することが考えられる。例えば、KRJC の講師を KNU の MBA コースに派遣するなどである。そのために、KNU とのコミュニケーションを緊密にしていく必要がある。

3-7 教訓

（長期にわたる事業における「運営管理ツール」の重要性）

KRJC では、業務マニュアルや決裁シート等のさまざまな「運営管理ツール」と呼べるものを開発しており、これらが、プロジェクトの円滑な進行に役立った。プロジェクトでは、3 フェーズにわたり、こうした運営管理ツールを少しずつ開発し、また継続的に見直し改訂してきた。これにより、フェーズが変わっても、また日本側・キルギス側とも人材が交代しても、プロジェクトのノウハウを伝達し記録をたどることができた。このような運営管理ツールの開発は、長期あるいは複数フェーズにわたるプロジェクトでは、特に重要であるといえる。

Summary of Terminal Evaluation

I. Outline of the Project	
Country : Republic of Kyrgyz	Project title : Project for Capacity Development of Business Persons through the Kyrgyz Republic-Japan Center for Human Development
Sector : Human Development	Cooperation Scheme : Technical Cooperation Project
Department in Charge : Private Sector Development Group, Industrial Development and Public Policy Department	Cooperation Amount (At the time of evaluation) : Total: about 270,000,000 yen, including budget for 2015 (1US\$=JPY120.5 as of 10 September 2015)
Cooperation Duration : April 2013– March 2016	Counterpart organizations : Kyrgyz National University (KNU)
	Relevant Japanese organizations : Japan Foundation
	Relevant assistances :
1-1 Background and Outline of the Project	
<p>In the Kyrgyz Republic, reform in terms of democratization and market-oriented economy has been promoted since its independence in 1991. However, the country does not have much natural resource or outstanding industry, while its domestic market is faced with international competition as a result of rapid economic liberalization. Consequently, the Kyrgyz people have not had enjoyed the fruit of economic reform. The poverty rate is still high, international assistance is still necessary, and the prospect of sustainable development is low. Nevertheless, the Kyrgyz Republic has comparative advantage in some aspects, for example, some regions with development potential, resources for tourism, climate adequate for agricultural production and stock raising, and labor force with high education standard. It is urgently required to utilize these comparative advantages, to acquire foreign currency through potential industry, and to strengthen industrial foundation. To realize this, it is essential to develop human resources and institutional organization to support industrial development as well as development of economic infrastructure.</p> <p>With this backdrop, to promote the reform of market oriented economy and development of human resources in economic sector, the Kyrgyz-Republic Japan Center for Human Development (KRJC) was establish in 1995 by the government of the Kyrgyz Republic and the international assistance committee led by the Japanese government. JICA has been supported the Kyrgyz-Japan Center for Human Development Project (April 2003 – March 2008) and the Kyrgyz-Japan Center for Human Development Project Phase 2 (April 2008 – March 2013). To support KRJC with more strengthened institutional capacity and provision of higher quality of business courses, the Project for Capacity Development of Business Persons through the Kyrgyz Republic-Japan Center for Human Development (April 2013 – March 2016) is implemented. In this Project, focus is placed on the development of business human resources with an aim to development of business human resources for market oriented economy and sustainable organizational and financial operation of KRJC.</p>	
1-2 Contents of Cooperation	
<p>(1) Overall Goal : KRJC becomes a core center to produce trained business personnel to help developing the market oriented economy in Kyrgyz Republic.</p> <p>(2) Project Purpose : Sustainable institutional mechanism and functions are established at KRJC as a center of human resource development in Kyrgyz Republic.</p> <p>(3) Outputs :</p> <p style="padding-left: 40px;">Output 1: Sustainable organizational and managerial mechanism implemented by KRJC staff is established.</p> <p style="padding-left: 40px;">Output 2: KRJC's function as a training center for business persons is strengthened.</p> <p>(4) Inputs Japanese side</p>	

Equipment:	3,093,000 yen	Short-term Expert:	7
Long-term Expert	3	Local Cost:	35,257,000 yen
Trainees received:	30		
Kyrgyz side			
Counterpart Co-director 1, Permanent staff 12		Office space for KRJC	
Utility charges			
II. Evaluation Team			
Members of Evaluation Team	1. Mr. Takafumi Ueda	Senior Advisor (Private Sector Development), JICA	
	2. Mr. Keiji Ehara	Deputy Director, Team 2, Private Sector Development Group, Industrial Development and Public Policy Department, JICA	
	3. Ms. Erika Tanaka	Senior Researcher, Global Link Management, Inc.	
Period of Evaluation	2 September 2015 – 20 September 2015		Type of Evaluation : Terminal Evaluation
III. Evaluation			
3-1 Project Performance			
(1) Project purpose			
Project Purpose: Sustainable institutional mechanism and functions are established at KRJC as a center of human resource development in Kyrgyz Republic.			
The Project Purpose is expected to be achieved.			
(Indicators)			
1. Feasible management plan with personnel plan and budget plan is formulated with the initiative of the Kyrgyz side by the end of the Project.			
2. KRJC mid-term management plan (5 years) is formulated with the initiative of the Kyrgyz side by the end of the Project.			
3. Networking and cooperation activities with domestic and international organizations, firms and personnel are developed constantly by KRJC as a major human development center of the business personnel in Kyrgyz Republic.			
(Achievement)			
- The KRJC management plan including budget and personnel plan is formulated every year with active participation of Kyrgyz local staff. (Indicator 1)			
- The Mid-term Operation Plan was formulated, incorporating opinions and suggestions by the local Kyrgyz-side staff and discussed at Joint Coordination Committee (JCC) in May 2015. The plan was signed during the Terminal Evaluation. (Indicator 2)			
- KRJC is implementing collaborating activities, and it is likely that KRJC continues these activities. Examples are; business course in collaboration with University of Central Asia (UCA), and collaborative activities like seminars, with Japanese universities. (Indicator 3)			
(2) Output			
Output 1: Sustainable organizational and managerial mechanism implemented by KRJC staff is established.			
Indicators for Output 1 are achieved.			
(Indicators)			
1-1 The JICA's expenditure for the Project operation will be reduced 40% by the end of the Project.			
1-2 Organizational function chart is formulated and updated periodically by KRJC staff.			
1-3 KRJC staff are able to prepare the annual implementation plan with budget plan, and to implement it.			
1-4 KRJC staff are able to prepare the activity report semi-annually.			
1-5 KRJC staff are able to prepare the financial statement according to each activity and include it in the activity report.			
1-6 The annual activity report and the annual implementation plan are approved in JCC annually.			
1-7 KRJC staff are able to conduct planning, implementation and management by more independence by the end of the Project.			
1-8 The KRJC mid-term management plan (5 years) with KRJC's mission, policy and major activities is compiled by the end of the Project.			
(Achievement)			

- Annual revenue of KRJC is approximately US\$110,000 in fiscal 2013 and US\$150,000 in fiscal 2014 respectively. The ratio of expenditures by JICA in total KRJC expenditure is 62.2% in fiscal 2013 and 32% in 2014. In fiscal 2011, respectively. During Phase 2, the total KRJC revenue is about US\$110,000 and the ratio of expenditures by JICA was 83%. This means significant financial improvement in recent years of this phase. (Indicator 1-1)
- Organizational function chart is formulated and updated by KRJC staff more than once in a year regularly. (Indicator 1- 2)
- Annual implementation plan and budget plan are formulated with the initiative of Kyrgyz side Co-Director and Senior Manager. (Indicator 1-3)
- Semi-annual activity reports are formulated with the initiative of Kyrgyz side Co-Director and Senior Manager. (Indicator 1-4)
- Financial statements are formulated and included in the activity report with the initiative of Kyrgyz side Co-Director and Senior Manager. (Indicator 1- 5)
- The annual activity report and the annual implementation plan are approved at JCC every year. The documents for JCC are prepared by Kyrgyz local staff under the leadership of Co-Director and Senior Manager. (Indicator 1-6)
- A variety of activities are planned and implemented with the initiative of Kyrgyz local staff, including A Course and thematic seminars with the supplemental support of Japanese experts. Corporate course (C course) for Gazprom Neft Asia (petroleum corporation) was conducted by local Kyrgyz lectures. (Indicator 1-7)
- The Mid-term Operation Plan of KRJC was formulated, incorporating comments and suggestions by local Kyrgyz staff. The Mid-term Plan was presented to JCC held in May 2015. The Plan is planned scheduled to be approved during the Terminal Evaluation. (Indicator 1-8)

Output 2: KRJC's function as a training center for business persons is strengthened.

The indicators of Output 2 are achieved except 2-1 (No. of participants).

(Indicators)

2-1 Number of participants exceeds 85% of each course capacity, and average satisfactory rate of participants exceeds 70%.

2-2 Number of the practical benefits from courses reported by ex-participants such as business-establishment, career-up, improvement of management in the firm etc.

2-3 Number of developed lecturers (including part-timers) who are able to conduct lectures by themselves exceeds 2 persons each in 4 main subjects such as Business Planning, Marketing, Production and Quality Management, and Human Resource Management.

2-4 Share of teaching time by Kyrgyz lecturers constantly increase.

2-5 The system to develop and update curriculums and materials periodically is established.

2-6 KRJC staff are able to conduct planning, implementation, and management of business course with more independence by the end of the Project.

2-7 Database of ex-participants and alumni members are periodically updated and utilized.

2-8 Follow-up activities for ex-participants and alumni members are conducted regularly.

2-9 Type and number of networking activities and concrete collaboration programs with various organizations in the field of human development of business personnel.

(Achievement)

- The ratio of participant against capacity ranges from 64% to 90% and the average ratio of satisfaction is 73% to 91% in five rounds of business course (A-course). (Indicator 1)
- According to the survey conducted by the Project, a substantial ratio of participants reported that they have benefited from courses, for example, expansion of their businesses and career development. (Indicator 2-2)
- There are three local Kyrgyz lecturers for business planning, three for marketing, two for Production Quality Management (PQM), and two for Human Resource Management (HRM). (Indicator 2-3)
- The share of teaching time by Kyrgyz local lecturers increased from 70% in Round 13 to 76% in Round 17. (Indicator 2-4)
- Curriculum and materials are reviewed and updated periodically incorporating feedback of participants. (Indicator 2-5)
- A majority part of business courses are planned and implemented by KRJC staff with support by Japanese experts. Also, the comprehensive planning and management of KRJC courses are

implemented by KRJC staff. Indicator 2-6)

- The database of ex-participants is updated twice a year after each mini MBA course. It is being frequently utilized for announcement dissemination through e-mail listed in the database. (Indicator 2-7)
- A total of seven follow-up activities were held in 2013, six follow-up activities in 2014, and six in 2015. (Indicator 2-8)
- Several collaborating activities with related organizations were successfully conducted, including business course in Tajikistan in collaboration with UCA and collaboration with Japanese universities. (Indicator 2-9)

3-2 Summary of Evaluation Results

(1) Relevance

The relevance of the Project is high.

- In the Kyrgyz Republic, it is essential to develop human resources to promote business sectors to achieve socio-economic development. Although several universities offer MBA course, business course (mini MBA course) provided by KRJC is consistent with the needs of business persons.
- In the “National Sustainable Development Strategy for the Kyrgyz Republic (2012-2017)”, importance is placed on private sector development. Promotion of investment and diversification of economic sectors are among major strategies.
- In Japanese ODA policy toward the Kyrgyz Republic, there are two priority areas; Priority one is maintenance of transportation infrastructure and improvement of regional disparities, and Priority two is restructuring of social infrastructure. Under the Priority one, promotion of business and agriculture is included as well as development of transportation infrastructure and improvement of governance and policy formulation capacity.
- After the completion of Phase 2, this phase of the Project was formulated with more focus on business human resource development, incorporating the needs of private sector promotion.
- Two components, i.e., strengthening of KRJC organization itself and improvement of KRJC's function as business training center are designed to achieve the Project Purpose. Both components are important to achieve the Project Purpose.
- Japanese technical advantage is incorporated in the Project design. Japan has rich experiences of private business management, and Japanese management, including PQM, HRM, and communication, is highly evaluated in the Kyrgyz Republic as well as other countries.

(2) Effectiveness

Effectiveness is high.

- The Indicators of Project Purpose are being achieved. The capacity and commitment of Kyrgyz side staff is improving during the project and the Project Purpose is being achieved with the initiative of Kyrgyz side C/P and staff. They are actively involved in formulation of the Mid-term Operation Plan. They tried to implement activities in collaboration with related organizations and some collaborative activities were actually implemented in success.
- The logic from Output to Project Purpose is appropriate. Two components, strengthening of organizational capacity and enhanced function of business training center, are essential to achieve the Project Purpose.

(3) Efficiency

Efficiency is high.

- Outputs are almost achieved as expected. Indicators for Output 1 are achieved in general. The capacity of KRJC staff is improved and management of KRJC is being improved with the initiative of KRJC staff. As for Output 2, the target of Indicator 2-1, number of participant, has not been achieved since Round 15. The remaining Indicators for Output 2 are almost achieved and it is considered that KRJC's function as business training center is being strengthened.
- Logic between inputs and outputs are appropriate. Necessary activities are designed to achieve Output. Business courses in Tajikistan and collaboration with Japanese universities were not included in PDM and conducted as part of activities to promote collaboration with related organizations. Both are conducted successfully and bring benefit as described above.
- Sufficient inputs are planned to produce Output. All the inputs are well utilized and contributed to produce outputs.
- There are no Important Assumptions that may hinder the achievement of Outputs.

(4) Impact

Impact is medium.

- It is likely that Overall Goal will be achieved in near future. At the time of the Terminal Evaluation, it is probable that 100 graduates (A, B, and C courses put together) are actively working annually. Some of graduates become quite successful in their career or business. There is a prospect that more ex-graduates will be active and successful in business in near future, but to evaluate the achievement of Overall Goal precisely, it is necessary to conduct a detailed tracer survey of graduates with clear definition of "actively working".
- The recognition and reputation of KRJC is quite high, as a result of Project implementation, according to interview with ex-participants and related organizations.
- Logic from Project Purpose and Overall Goal is generally appropriate, however, it should be noted that there are some external factors in achieving Overall Goal, for example, economic situation and individual capacity and motivation of graduates. At some companies run by KRJC graduates, they have difficulties in hiring personnel necessary for their business such as technician and administrative clerk.
- Favorable impacts can be observed on the performance of company to which graduates belong.
- Unintended positive impacts are produced through activities in collaboration with related organizations that were conducted as a part of component to strengthen the function of KRJC. Business course in Tajikistan conducted in collaboration with UCA produced benefit to business persons in Tajikistan. It also contributed to promotion of regional cooperation. Another collaborative activity, collaboration with Japanese universities, is bringing benefit for Japanese university. It promotes dissemination of information on economy, society and culture of the Kyrgyz Republic to Japan. As an impact of long-term operation of KRJC, currently four graduates of A course are working at KRJC as lecturer.
- No negative impacts have been observed so far.

(5) Sustainability

Sustainability is generally high although it is still necessary to strengthen financial foundation.

- The current policy paper “The National Sustainable Development Strategy” covers the policy up to the year 2017, therefore, the policy to promote market economy will continue for the near future. It is likely that the Ministry of Finance and Ministry of Education and Science continuously support operation of KRJC.
- The implementation and coordination capacity of KRJC is improving. A majority of activities are implemented by C/P and KRJC staff.
- The status of KRJC as NPO will not be changed.
- Annual income of KRJC is increasing and the ratio of KRJC revenue in total expenditure is also improving. In spite of increase of annual income and the ratio of KRJC revenue in total expenditure, it is still far from full financial independency. KRJC is trying to increase its revenue through expanding profitable activities such as C course and collaboration with Japanese universities.
- KRJC staff are stably placed during this phase. They are able to conduct their duty on their own although assistance from Japanese experts is still necessary. In business course, the role of local lecturers is getting more important. The capacity of most local lecturers is improving but Japanese assistance is still necessary
- Knowledge and skill transferred by Japanese experts are utilized by KRJC staff. Successful graduates are utilizing knowledge and skills acquired during business courses. As a kind of assets during business courses implemented for a long-time, many graduates exchange information and suggestions through G-club network.
- Equipment provided is utilized well maintained.
- The Mid-term Operation Plan is formulated, therefore, activities will be continuously implemented based on the Plan.

3-3 Factors promoting better sustainability and impact

(1) Factors concerning to Planning

- KRJC is periodically reviewing business course to meet the demands of business persons working in private sector.

(2) Factors concerning to the Implementation Process

- KRJC staff was stably placed during the phase. A fair and effective personnel evaluation system is established at KRJC and regular review of staff performance is conducted. The capacity of local staff is improved though OJT.
- Development of management tools such as work manual and approval sheet facilitated overall management.
- For successful business development of graduates, it is considered that follow-up and consulting are effective. Communication and information sharing among graduates are also useful.

3-4 Factors inhibiting better sustainability and impact

(1) Factors concerning to Planning

Nothing special.

(2) Factors concerning to the Implementation Process

- Communication with some related organizations, including KNU was not always very smooth.
- The number of participants of business course is decreasing, because Kyrgyz economy is stagnated, other organizations provide similar business courses, and there may be market saturation.

3-5 Conclusion

Activities were implemented almost as planned. Indicators of Output and Project Purpose are being achieved in general. Achievement of Overall Goal is expected to some extent but there is still some concerns including external environments. Sustainability is generally high although it is still necessary to strengthen financial foundation.

As mentioned above, there are some issues to be improved, however, the Project Purpose is likely to be achieved. Therefore, it is concluded that the Project be completed in March 2015 as planned.

3-6 Recommendations

(Recommendations to KRJC for the remaining period of the project)

Continuous capacity development of KRJC staff

As the capacity development of KRJC is one of important component of the Project, it is recommended that the Project continuously strengthen the capacity of KRJC staff. In addition to OJT, it is considered effective to review and improve management system and tools such as work manuals and approval sheet by the end of the Project.

(Recommendations for a longer-term)

Continuous improvement of business course

As an organization of business human resource development, it is essential to offer attractive courses. There are some organizations that offers similar business courses and there is a declining tendency in number of applicants of A course. KRJC should continuously review and revise the curriculum and course contents to make the courses attractive for business persons, incorporating Japanese experiences.

Strengthening of financial foundation

It is necessary to further strengthen financial basis of KRJC through increased implementation of activities that increase KRJC's own revenue. For example, consultation services for companies and activities in collaboration with Japanese universities are expected to be implemented more actively.

Strengthening activities of collaboration with Japanese universities

As mentioned above, activities with Japanese universities are currently one of income sources of KRJC.

In addition, collaboration with Japanese universities have benefit to Japanese universities and students. In this viewpoint, it is recommendable to expand activities with Japanese universities as a part of activities to contribute to improvement relations between the Kyrgyz Republic and Japan.

Support for business course graduates

It is necessary to provide support for business course graduates. Possible activities are; follow-up training, information provision, and facilitation of business matching. It is reported that graduates in managerial position sometimes have difficulties in finding personnel such as technician and administrative clerk, therefore, it may be useful to provide information on personnel in collaboration with other organizations of vocational training or human resource development. Also as many graduates find useful information through fellow graduates, it is recommendable to promote alumni network, G-club.

Collaboration with KNU

It is recommendable to strengthen relations with KNU. It would be beneficial for both KNU and KRJC to have joint activities in collaboration, for example, sending KRJC lecturer to MBA course at KNU. To implement collaborative activities, it is necessary to have close communications between KNU and KRJC.

3-7 Lessons Learned

Importance of “management tools” for a long-term project

At KRJC, management tools, such as work manual and approval sheet, facilitates smooth management of the project. By developing and continuously updating these management tools, KRJC has been reviewing and improving management system in three phases. This kind of management tools are especially important for a project implemented for a long time because with these management tools, it is possible to leave record of management, and newly allocated personnel, Japanese or local, can trace the long-term project progress.

第1章 プロジェクトの背景と評価の目的・手法

1-1 背景

キルギス共和国（以下「キルギス」という。）は、1991年の独立以降、民主化及び市場経済化を軸とした改革を推進しているが、天然資源に恵まれず成長産業にも特筆すべきものがあまりなく、一方で急速な自由化で国内産業が厳しい国際競争に晒されるなど、国民はいまだ経済改革の成果を享受していない。そのため、持続した開発が見込めないまま、依然として貧困率が高く、国際的な経済支援を受ける状況から脱却できないでいる。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、教育水準の高い労働力との比較優位も存在することから、これらの優位性を最大限に活用し、農産加工業等基幹産業を牽引しつつ外貨を誘致し、脆弱な産業基盤を強化することが急務となっている。そのためには、産業を支える人材の育成及び組織制度の整備、経済インフラの整備等が必要不可欠となっている。

こうした背景の下、キルギスにおける市場経済移行をめざす改革の推進及び経済分野における人材の育成を目的として、キルギス政府とわが国関連の国際機関である支援委員会により「キルギス日本センター」が1995年に開所された。JICAはこれまでに、「キルギス共和国日本人材開発センタープロジェクト」（2003年4月～2008年3月）、「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」（2008年4月～2013年3月）を実施した。

さらに、KRJCの組織体制の更なる強化とより質の高いビジネスコースの提供を目的として、「キルギス共和国日本人材開発センター・ビジネス人材育成プロジェクト」（2013年4月～2016年3月）を継続支援している。2016年3月の同プロジェクト終了を控え、2015年9月2～20日にかけて、終了時評価を実施したものである。

1-2 終了時評価の目的

終了時評価の目的は以下のとおりである。

- a) プロジェクトの活動と成果を確認する。
- b) PDMに基づき、プロジェクトの進捗と指標の達成度を確認し評価5項目（妥当性、有効性、効率性、インパクト、持続性）に基づき評価を行い、結果を合同評価レポートに取りまとめる。
- c) プロジェクトに対する提言を取りまとめる。

1-3 評価の手順

評価グリッド（合同評価レポート Annex 1 参照）に基づき、KRJCのC/Pやキルギス人KRJC職員、日本人専門家、関連機関へのインタビュー及び文献のレビューを行い、次項に示す合同評価チーム及び関連機関で協議を行った。合同評価チームで結果を分析し、プロジェクトの評価を取りまとめた。

1-4 評価の手法

評価は、プロジェクトの実績、実施プロセス、5項目評価の観点から行う。

(1) プロジェクトの実績

PDMに基づき、プロジェクトのこれまでの実績を、投入、成果、プロジェクト目標、上位目標の指標達成度から評価する。

(2) 実施プロセス

実施プロセスを、プロジェクト運営管理システム、関係者のコミュニケーション、ターゲットグループの参加度合い等の観点から評価する。また、プロジェクト進捗の貢献要因と阻害要因を分析する。

(3) 5項目評価

合同評価チームは以下の5項目の観点でプロジェクトを評価した。

妥当性 (relevance)

プロジェクトの目標は、受益者のニーズと合致しているか、問題や課題の解決策としてプロジェクトのアプローチは適切か、相手国の政策や日本の援助政策との整合性はあるか等の正当性や必要性を問う。

有効性 (effectiveness)

主にプロジェクトの実施によって、プロジェクトの目標が達成され、受益者や対象社会に便益がもたらされているか等を問う。

効率性 (efficiency)

主にプロジェクトの投入と成果の関係に着目し、投入した資源が効果的に活用されているか等を問う。

インパクト (impact)

プロジェクトの上位目標の達成の見込み、及びプロジェクトの実施によってもたらされる正・負の変化を問う。直接・間接の効果、予測しなかった効果を含む。

持続性 (sustainability)

プロジェクトで生まれた効果が、協力終了後も持続しているかを問う。

1-5 合同評価チームメンバー

キルギス側：

Ms. Zuura BAYAMANOVA	財務省 次官
Mr. Adilet BEKBOEV	教育省 次官
Ms. Chinara ADAMKULOVA	KNU 学長

日本側：

総括	上田隆文	JICA 国際協力専門員
協力企画	江原啓二	JICA 産業開発・公共政策部 民間セクターグループ 第二チーム 主任調査役

評価分析 田中恵理香

グローバルリンクマネジメント株式会社 社会開発部
シニア研究員

第2章 プロジェクトの概要

2-1 プロジェクト・デザイン・マトリックス (PDM)

最新の PDM と活動計画 (Plan of Operations。以下「PO」という。) は合同評価レポートの Annex 2 及び Annex 3 を参照されたい。PDM は、討議議事録 (Record of Discussions。以下「R/D」という。) に添付した 0 バージョンののち、指標の目標値を設定するため改訂され、2014 年 6 月の合同調整委員会 (Joint Coordination Committee。以下「JCC」という。) で承認された。PDM の概要は以下のとおりである。

(1) 上位目標

KRJC がキルギスの市場経済開発を担うビジネス人材を輩出する中核機関となる。

(2) プロジェクト目標

キルギスの人材育成機関として KRJC の持続的な運営体制と機能が確立される。

(3) アウトプット

1. KRJC 職員による自立発展的な組織運営管理体制が強化される。
2. KRJC のビジネス人材育成機能が強化される。

2-2 プロジェクトの期間・対象地域・関係機関

(1) プロジェクト期間

2013 年 4 月 1 日～2016 年 3 月 31 日 (3 年間)

(2) ターゲットグループ

民間セクターのビジネス人材、KRJC の職員と講師

(3) プロジェクトの実施拠点

ビシュケク市内 KRJC

(4) キルギス側実施機関

財務省、KNU

2-3 ビジネスコースの概要

終了時評価時点で、KRJC において実施しているビジネスコースやプログラムは以下のとおりである。

(1) ビジネス研修コース

- 実践的ビジネスコース (A コース) : これから起業する人や現在起業している人を対象とした 3 カ月の「ミニ MBA」コース。年 2 回実施。
- 管理職コース (E コース) : 上級管理職レベルを対象に、戦略的マーケティング、HRM、PQM、財務管理等について実施する。
- 企業向けコース (C コース) : 特定の企業向けに問題の発見・解決を行うために実施する

テーラーメイドコース。

(2) セミナー

- テーマ別セミナー：ビジネスに関するテーマで行うセミナー。日本人専門家とキルギス人講師が実施する。Aコースの修了者のフォローアップとして、修了者には参加費の割り引きがある。
- 個別コンサルテーション：必要に応じ要請があれば実施する。

(3) 地域協力

- タジキスタンビジネスコース：UCA と共同で中央アジア域内協力としてタジキスタンドゥシャンベで実践的ビジネスコースを実施。

第3章 実績の確認

3-1 投入

2013年4月～2016年3月までの間の、キルギス側・日本側の投入は以下のとおりである（終了時評価時点での予定を含む）。

3-1-1 キルギス側

(1) カウンターパート（C/P）の配置

プロジェクト期間を通じ、共同所長（C/P）¹、シニアマネジャー、ビジネスコース・マネジャーら計12名のキルギス人²常勤職員と3名の非常勤職員、非常勤講師を配置した。常勤職員5名と非常勤職員3名の給与は、KRJCの独自収入（NPO法人予算）から拠出している。詳細は合同評価レポートのAnnex 4を参照。

(2) 活動費

一部のKRJC職員の給与、活動に必要な資機材が、KRJCの予算で支出された。詳細は合同評価レポートのAnnex 8を参照。

(3) 事務所・施設

KRJCの事務所スペース、セミナールーム等必要な施設がKNUの敷地内に無償で提供された。施設の光熱費はKNUから拠出されている。

3-1-2 日本側

(1) 専門家派遣

プロジェクト期間を通じ、計3名の長期専門家が派遣された。短期専門家は7名、計24回の派遣が実施された。詳細は合同評価レポートのAnnex 5を参照。

また、青少年活動の青年海外協力隊（Japan Overseas Cooperation Volunteers。以下「JOCV」という。）1名がKRJCに配置され、相互理解活動担当のキルギス人職員とともに活動を行っている。

(2) 本邦研修

KRJC職員8名とビジネスコース参加者22名を本邦研修に派遣した。詳細は合同評価レポートのAnnex 6を参照。

¹ 本プロジェクトでは、C/Pは、キルギス側共同所長を指す。KRJCに配置されている所長以外のキルギス人はKRJC職員と呼ぶ。KRJC職員には、シニアマネジャー、ビジネスコース・マネジャー、ビジネスコース講師、日本語講座講師、総務職員らが含まれる。なお、本プロジェクトでは、キルギス側・日本側双方から「所長」にあたる人材を配置し「共同所長」と呼ばれる。

² 英語で「Kyrgyz」は、「キルギス国の」という意味のほか、「キルギス民族の」という意味で、ロシア系等の民族を含まない場合があるため、合同評価レポートでは、「キルギス共和国側の」という意味で「Kyrgyz side」等の表現を使った。本和文報告書では、特に明記しない限り「キルギス人」は「キルギス共和国側の」という意味とし、ロシア人等キルギス系以外の民族も含むこととする。

(3) 供与機材

コンピュータ、印刷用機材等の機材が予定どおり供与された。詳細は合同評価レポートの Annex 7 を参照。

(4) ローカルコスト支援

業務に必要な費用を予定どおり支出した。詳細は、合同評価レポートの Annex 7 を参照。

3-2 活動

PDM と PO に基づき、予定していた活動が実施された。

3-3 アウトプット

PDM に記載されているアウトプット³の指標の達成度は以下のとおりである。

アウトプット 1: KRJC 職員による自立発展的な組織運営管理体制が強化される。

指標
指標 1-1: プロジェクト終了時までに、KRJC 支出に占める JICA の在外事業強化費の割合が 40%* になる。
*KNU の負担分は、プロジェクトコストの総額に含まない。
指標 1-2: KRJC 職員によって組織図が策定され、年に一度以上定期的に更新される。
指標 1-3: KRJC 職員によって年間事業計画と予算計画が策定され、実施される。
指標 1-4: KRJC 職員によって活動報告書が半年に一度作成される。
指標 1-5: KRJC 職員によって事業ごとの財務諸表が整備され、活動報告書に含まれる。
指標 1-6: JCC が毎年開催され、年間活動報告書と年間事業計画が承認される。
指標 1-7: プロジェクト終了時までに、KRJC 事業の計画、実施、運営管理が KRJC 職員によって日本人専門家のサポートなしで自立的に実施される。
指標 1-8: プロジェクト終了後の KRJC のミッション、運営上の方針と主要活動が、KRJC 中期運営計画 (5 年間) として取りまとめられ、JCC にて承認される。

アウトプット 1 の指標は達成されている。

<指標 1-1>

KRJC の年間収入は、2013 年度が約 11 万米ドル、2014 年度は約 15 万米ドルであった。KRJC の支出総額における JICA の在外事業強化費からの負担額の割合は 2013 年度に 62.2%、2014 年度に 32%であった。フェーズ 2 では、2011 年に KRJC の総収入額が約 11 万米ドル、KRJC の支出総額に占める JICA の負担額の割合は 83%⁴であったので、JICA の負担割合は大幅に低下しつつあるといえる。今フェーズの KRJC の収支の詳細は合同評価レポートの Annex 8 を参照。

<指標 1-2>

KRJC 職員により、組織図が作成され、年 1 回以上定期的に更新されている。最新の組織図は合同評価レポートの Annex 9 を参照。

³ 一般的な意味での「成果」と区別するため、PDM 上の「成果 (output)」は「アウトプット」と表記する。

⁴ JICA 「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)」終了時評価調査報告書 (2013)。フェーズ 2 は、2013 年 3 月までであるが、最終年の 2012 年度のデータは同報告書には記載されておらず、2011 年のものが最終となっている。

<指標 1-3>

年間活動実施計画と予算計画は、キルギス側の共同所長とシニアマネジャーを中心に策定されている。

<指標 1-4>

半期ごとの活動報告は、キルギス側の共同所長とシニアマネジャーを中心に策定されている。

<指標 1-5>

財務報告は、キルギス側の共同所長とシニアマネジャーを中心に策定され、活動報告のなかに取りまとめられている。

<指標 1-6>

毎年の JCC において、当該年の年間活動報告と翌年の年間活動計画が承認されている。JCC に提出される文書は、キルギス側共同所長とシニアマネジャーを中心にキルギス人職員が作成している。

<指標 1-7>

A コースやテーマ別セミナー、ガспロム石油公社向け企業研修（C コース）等、さまざまな活動がキルギス人職員により計画され、日本人専門家の支援を得つつ現地講師が実施している。

<指標 1-8>

KRJC の中期運営計画が、キルギス人職員の意見と提言を盛り込んで策定された。中期運営計画は、2015 年 5 月の JCC で発表され、終了時評価中に関係者の間で署名された。

上記に加え、アウトプット 1 に関連する成果として、KRJC の人事管理システムが整備されたことが挙げられる。勤務評価シートに基づき年に 2 回、共同所長と協議のうえキルギス人職員に対し、勤務評定が行われる。目標達成度が評価され、必要に応じ、助言を行う。その記録などから、キルギス人職員の大部分は、プロジェクト期間を通じ能力が向上したと判断されている。

アウトプット 2: KRJC のビジネス人材育成機能が強化される。

指標
【ビジネスコースの企画・運営】
指標 2-1：ビジネスコースの参加者が各コースの受講可能数の 85%、満足度が平均 70%以上となる。
指標 2-2：ビジネスコース修了者による起業・キャリアアップ・経営改善等の実践的成果が確認された数。
指標 2-3：育成された現地講師（非常勤講師含む）が主要 4 分野（ビジネスプランニング、マーケティング、PQM、HRM）で各 2 名以上となる。
指標 2-4：現地講師による講義時間の比率が向上する。
指標 2-5：カリキュラム・教材の改定・新規開発を定期的実施する仕組みが確立される。
指標 2-6：プロジェクト終了時まで、ビジネスコースの計画・運営・管理が KRJC 職員によって自立的に実施される。
【ビジネス人材のネットワーク、関連組織との連携】
指標 2-7：ビジネスコース修了者及び同窓会会員データベースが年に一度以上定期的に更新され、

活用される。

指標 2-8：ビジネスコース修了者及び同窓会会員に対するセミナー、現場指導等のフォローアップ活動がコースごとに各 6 回以上実施される。

指標 2-9：他関連機関・事業とのビジネス人材育成分野におけるネットワーキングや連携活動の種類と数。

アウトプット 2 の指標は指標 2-1 の参加者数を除き達成されている。

<指標 2-1>

A コースの定員（70 名）に対する実際の参加者の割合は以下のとおりである。

表 3-1 A コース参加者数と定員に対する割合（定員 70 名：昼間 35 名、夜間 35 名）

回（ラウンド）*	参加者数（人）	定員（70 名）に対する割合（%）
ラウンド 13（2013 年度）	63	90
ラウンド 14（2013 年度）	63	90
ラウンド 15（2014 年度）	45	64
ラウンド 16（2014 年度）	59	84
ラウンド 17（2015 年度）	54	77

*1 課程の A コースを「ラウンド」と呼び、フェーズ 1 から通し番号をつけている。毎年 2 ラウンド（2 回）実施する。

各回の男女比率は以下のとおりである。

表 3-2 A コース参加者の男女比率

回（ラウンド）	男性	女性
ラウンド 13	55%	45%
ラウンド 14	46%	54%
ラウンド 15	48%	52%
ラウンド 16	60%	40%
ラウンド 17	49%	51%
平均	52%	48%

A コース各回の終了時アンケートでのコースに対する満足度は以下のとおりである。

表 3-3 コース満足度（各回の終了時アンケート結果）

回（ラウンド）	満足度
ラウンド 13	87%
ラウンド 14	91%
ラウンド 15	84%
ラウンド 16	74%
ラウンド 17	73%

<指標 2-2>

プロジェクトで実施したアンケート調査によれば、コース受講により成果があったとの回答を得ている。詳細は表 3-4 を参照。

表 3-4 修了者がコース受講により受けた成果
(各ラウンド終了2カ月後に実施したEメールによる調査による)

ラウンド	起業した		既存事業の向上		新規事業の立ち上げ・拡大		キャリアの開発・アップ		合計	
	人数	割合(%)	人数	割合(%)	人数	割合(%)	人数	割合(%)	人数	割合(%)
ラウンド 13	4	15	14	54	2	8	6	23	26	100
ラウンド 14	3	11	10	36	8	29	7	25	28	100
ラウンド 15	3	16	6	32	9	47	1	5	19	100
ラウンド 16	4	14	12	43	5	18	7	25	28	100
ラウンド 17										(調査未実施)

<指標 2-3>

2015年7月時点で、ビジネスプランニングに3名、マーケティングに3名、PQMに2名、HRMに2名のキルギス人講師がいる。詳細は合同評価レポートのAnnex 10を参照。

<指標 2-4>

キルギス人講師が担当する講義の比率は増加している。

ビジネスコース(Aコース)のなかでキルギス人講師が担当する講義の割合は、ラウンド13で70%、ラウンド17で76%と増加している。詳細は表2-5を参照。これに加え、ガスプロム石油公社と食品加工業のバルカット社に対するCコースは、キルギス人講師が担当している⁵。

表 3-5 キルギス人講師が担当する講義の割合

回(ラウンド)	総講義時間(時間)	キルギス人講師の担当講義(時間)	キルギス人講師の担当時間の割合(%)
ラウンド 13	396	276	70
ラウンド 14	389	276	71
ラウンド 15	389	288	74
ラウンド 16	396	294	74
ラウンド 17	389	294	76

<指標 2-5>

カリキュラム、教材は、参加者の意見を取り入れ、定期的に見直しを行い改訂されている。

<指標 2-6>

ビジネスコースは、日本人専門家の支援を得つつKRJCの職員が計画・実施を行っている。また、各種研修を含むKRJC全体の計画と運営をKRJC職員が行っている。実施したコースの詳細は合同評価レポートのAnnex 11を参照。

<指標 2-7>

Aコース修了者及び同窓会会員のデータベースは、各ラウンドが終了するごとに更新している。データベースは、Eメールリストを通じて各種案内を発信するなど活用されている。

<指標 2-8>

2013年に7件、2014年に6件、2015年に6件のフォローアップ活動が実施された。詳細は表2-6を参照。

⁵ Cコースは、1時間当たり約100米ドルとキルギスとしては比較的高額な授業料を設定していることから、一般に日本人講師を希望する企業が多いが、一部の企業ではキルギス人講師によるCコースが実現している。キルギス人講師に対しても日本人講師並みの対価を払う価値があると高く評価されている結果と判断される。

表 3-6 フォローアップ活動

年	活動
2013	<ul style="list-style-type: none"> - HRM セミナー - E-line 縫製会社に対するカイゼンのための訪問 - 戦略的リーダーシップセミナー - HRM セミナー - マーケティング、HRM、PQM に関する修了者の個別コンサルテーション - 上級管理職向けコース（マーケティング、PQM、HRM）。（修了者には参加費の割り引きあり） - 6 SMM コース（修了者には参加費の割り引きあり）
2014	<ul style="list-style-type: none"> - 上級管理職向けコース（マーケティング、PQM、HRM）。（修了者には参加費の割り引きあり） - マーケティング、HRM、PQM に関する修了者の個別コンサルテーション - 法律セミナー - 日本研修参加者の報告会 - Naturo 社経営者（修了者）の発表 - 6 SMM コース（修了者には参加費の割り引きあり）
2015	<ul style="list-style-type: none"> - 上級管理職向けコース（マーケティング、PQM、HRM）。（修了者には参加費の割り引きあり） - マーケティング、HRM、PQM に関する修了者の個別コンサルテーション - 精神コントロールセミナー（修了者には参加費の割り引きあり） - 成功要因セミナー - SMM コース（修了者には参加費の割り引きあり） - 修了者に対する PREX による講義と発表

さらに、フェイスブック、ニュースレター、ライブラリーニュース等の KRJC の情報ツールを通じて、情報共有を行っている。KRJC の修了者には、KRJC のイベントでブースを出すよう勧奨したり、A コースの開講式・修了式に招待したりしている。また、KRJC の受付には、修了者の会社のリーフレット等プロモーション用品を置ける特別スペースを用意している。

<指標 2-9>

関連機関と協調した活動が幾つか成功裡に実施されている。

UCA との共同により、2014 年 5～6 月にかけて、タジキスタンのドゥシャンベで、ミニ MBA コースが開催された。また、2014 年 4 月にカラコルとビシュケクで開催された起業家を支援するグローバルパートナーシップの「Startup Weekend」のイベントにジェネラル・パートナーのひとつとして KRJC が参加した。また、後述するように、日本の大学とのセミナー等の連携事業を実施した。このほか、KNU とビシュケク人文大学において国際大学、筑波大学、早稲田大学等の参加を得て毎年「日本留学フェア」を開催しているほか、JETRO アジア経済研究所専門家による講義を実施した。

このほかにも、KRJC で関連機関と連携した活動を実施する試みが幾つか行われてきたが、なかには実現しなかったものもある。

そのひとつは国連開発計画 (United Nations Development Programme。以下「UNDP」という。) との協力である。KRJC は UNDP と協力し、タジキスタンとアフガニスタンの国境地域における生計向上プログラム (Project for Livelihood Improvement in Tajik-Afghan Cross-border

Areas : LITACA) を支援しようとしていた。しかしながら、協議を重ねた結果、具体的な協力活動について合意に達することができず、協力は実現しなかった。他の例として、A コース修了者のビジネスマッチングがある。修了者の企業を支援するため、KRJC は、金融機関とのビジネスマッチングを試み、2013 年に A コースのビジネスプランニング発表の場に、マイクロファイナンス機関の Bai-Tushum と大手金融機関の KICB を招待した。しかしながら、具体的な商談は成立しなかった。これは、金融機関側が起業したばかりの「ビジネス初心者」に融資するリスクを敬遠したこと、また提示された金利が高めで A コースの修了者には魅力がなかったことによる。

このほかの成果として、KRJC では、フェーズ 1 の期間である 2006 年から、聴覚障害者向けの IT コースを実施してきたことが挙げられる⁶。今フェーズでは 71 名の受講者がおり、フェーズ 1 からの受講者は累計で 423 人となっている。このコースの初期の修了者のうち 3 名が、現在、IT コースの講師を務めている。

3-4 プロジェクト目標

プロジェクト目標:キルギスの人材育成機関として KRJC の持続的な運営体制と機能が確立される。

指標
指標 1 : プロジェクト終了時まで、KRJC の実施可能な運営管理・予算・人材計画が、キルギス側のイニシアティブによって策定され、JCC で承認される。
指標 2 : プロジェクト終了後の KRJC 中期運営計画がキルギス側のイニシアティブにより作成され、JCC で承認される。
指標 3 : キルギスにおけるビジネス人材育成の中核機関として、国内外の関係機関、企業、人材のネットワーク及び連携活動が KRJC により絶えず促進される。

プロジェクト目標の指標は達成されつつある。

<指標 1>

キルギス人職員が積極的に関与して、予算と人事の計画を含む KRJC の運営計画が毎年策定されている。2014 年と 2015 年の JCC で、当該年度の活動報告・財務報告と翌年度の計画についてキルギス側の共同所長が発表を行っている。

<指標 2>

キルギス人職員の意見や提案を盛り込んだ中期運営計画が策定され、2015 年 5 月の JCC で検討された。同計画は、終了時評価で署名された。

<指標 3>

KRJC では、関連機関と連携した活動を実施してきており、今後も継続されることが見込まれる。

関連機関と連携した活動として、KRJC では、UCA と連携したタジキスタンでの「合同ビジネスコース」を継続して実施していく予定である。2014 年に 1 度実施したタジキスタンで

⁶ 18 歳以上の大人を対象にしたクラスと高校生対象のクラスがあり、それぞれ 3 カ月の期間で、Windows の基礎からウェブデザインまで学んでいる。

のビジネスコースが好評だったことを受け、2015年にも同様のビジネスコースを共同で実施中であり、また今後も継続して実施していく予定である。タジキスタンでは、ビジネスコースがあまり実施されていないため、2014年に実施したビジネスコースは、タジキスタンのビジネス人材にとって有用な研修機会であったと報告されている。

さらに、KRJCでは、日本の大学との連携を活発に進めている。例えば、名古屋大学に対し、問題解決スキルやキルギスの経済事情に関するセミナー、また、筑波大学に対し、ロシア語とキルギス語及び文化理解に関するセミナーを実施している。こうした大学連携の活動は、キルギスと日本の相互理解を高め、またKRJCに収益をもたらす活動となっている。

3-5 上位目標

KRJCがキルギスの市場経済開発を担うビジネス人材を輩出する中核機関となる。

指標
指標：民間セクターで活躍するビジネスコースの修了者が毎年100名輩出される。

上位目標の達成については、達成される可能性が高いと考えられる。

<指標>

Aコースの参加者は、毎年100名を超えている（表3-1）。各コースの修了率は、おおむね70%程度であり、Aコースのみの修了者では、年間100名に達していない。ただし、他コースも含めれば、更に多くの者がKRJCのビジネスコースに参加・修了している⁷。KRJCの講師及び修了者へのインタビューでは、Aコースの修了者の大部分は、修了後に民間セクターで仕事をしているということである。また修了者の10~50%は、キャリアアップやビジネス拡大を実現しているということで、これは、プロジェクトでAコース各ラウンド終了2カ月後にEメールで実施するアンケートの結果（表3-4）ともある程度一致しているといえる。

コースを修了できない理由としては、インタビューでは、多くの参加者は仕事をもっており出席が困難なケースがあることが指摘された。特にビジネスプランの策定が参加者にとっては時に困難を伴う課題となっている。

KRJCにおける長期にわたる協力の成果として、KRJCの認知度の高さが挙げられる。インタビューした修了者の多くは、実際にコースに応募するかなり前からKRJCを知っていた。友人の勧めで応募したという者もいた。KRJCの修了者には、類似のビジネスコースを実施している商工会議所（Chamber of Commerce and Industry。以下「CCI」という。）、ビジネス・プロフェッショナル・ネットワーク（Business Professional Network。以下「BPN」という。）⁸等の機関で仕事をしている者もいるが、彼らもKRJCのビジネスコースを高く評価している。また、青年起業家組合（Youth Entrepreneurs Association）等キルギスのビジネス関連団体で、日本的経営は高く評価されている。

⁷ JICAで集計した資料では、ビジネスコースのすべての研修・セミナーの参加者は、2013年に515人、2014年に337人となっている。

⁸ 1999年より、キルギス、ルワンダ、ニカラグア等、幾つかの国で小規模事業者らに対する支援を行っている国際協力団体。キルギスでは、CCIと協力して活動を行うこともある。

KRJC の広報活動として、プロジェクトでは、テレビやインターネット等のメディアを通じて活動の紹介を広く行っている。詳細は合同評価レポートの Annex 12 を参照。

第4章 実施プロセス

プロジェクトの実施プロセスはおおむね適切であった。

(1) 全体実施プロセス

プロジェクトはおおむね順調に実施された。

(2) プロジェクト運営管理システム

プロジェクト運営管理の仕組みはおおむね適切に機能している。インタビューでは、KRJC 内の業務分掌を見直し明確化したことで、プロジェクト運営管理が円滑に進むようになったと報告されている。KRJC の運営管理システムの一環として、今フェーズでは、「決裁シート (approval sheet)」を導入した。このシートにより、計画、決定、承認のプロセスが明確に記録されるようになり、プロジェクトの進捗状況の把握・見直しがやりやすくなった。さらに、前フェーズから引き続き、業務マニュアルが部署ごとに作成・改訂されている。

今フェーズの初期に、日本語と相互理解活動の運営は、国際交流基金 (Japan Foundation。以下「JF」という。)に移管された。移管当初は、事務手続きに時間を要したこともあったという報告があるものの、終了時評価時点では、JF との連携は円滑に機能するようになっている。

JCC は、2014 年と 2015 年に 1 回ずつ開催されている。JCC は、プロジェクト関係者の中で情報を共有する場となっており、これによりプロジェクト運営の透明性が高まっている。JCC において、中期運営計画、定款改訂等の重要事項の検討・承認を行っている。

(3) モニタリング方法

プロジェクト全体の進捗は適切にモニタリングされている。

PDM に基づき、プロジェクト関係者によりプロジェクトの進捗がモニタリングされている。PDM は、C/P と KRJC 職員全員に共有されており、業務遂行にあたり必要に応じ参照されている。終了時評価のためのデータの一部は、KRJC の職員が整理した。

(4) プロジェクトチーム内及び関連機関とのコミュニケーション

プロジェクトチーム内及び関連機関とのコミュニケーションについては、KNU とのコミュニケーションがあまり円滑でなかった時期があったが、おおむね良好といえる。

日本人専門家は、キルギス人講師に対し、ビジネスプランニング、ドキュメンテーション、コミュニケーション、顧客対応等の実践的なテーマにつき基礎となることを指導し、キルギス人講師の能力向上を図っている。キルギス人講師及びその他の職員の能力がある程度向上してきているため、日本人専門家は必要に応じ支援するという形で技術移転を行っている。ビジネスコースの実施に際しては、基本的に日本人専門家が日本的経営について講義し、それをキルギスでの実際のビジネス環境にどのように適用するかについてキルギス人講師が担当している。キルギス人 C/P・職員と日本人専門家のコミュニケーションは良好である。

KRJC 職員間のコミュニケーションも円滑である。KRJC は、フェースブック、インターネット、ニュースレター等を通じ、修了者と引き続きコンタクトをとっている。ビジネスコー

ス修了者の同窓会として G クラブと呼ばれるネットワークが組織されており、700 名程度が登録されている。

プロジェクトでは、KNU と円滑なコミュニケーションをとるための努力をしている。プロジェクト期間を通じ、キルギス側が KNU から共同所長を配置しており、共同所長が KNU とのコミュニケーションには特に重要な役割を果たしている。このため、KNU とのコミュニケーションはおおむね良好であったが、プロジェクトでは、KNU と共同して行う具体的活動は特になく、運営管理面で必要な連絡を行うことが主であったこともあり、活動のプロセスのなかで時折プロジェクトの情報が十分伝わらず、齟齬が生じることもあった。

KRJC では、さまざまな広報活動を通じて CCI 等の関連機関や他の援助機関と情報共有を図っている。

(5) カウンターパート (C/P) 機関のオーナーシップ

C/P 機関のプロジェクトに対するオーナーシップは高い。関連するステークホルダーのコミットメントもある程度高いといえる。

KRJC 職員は主体的にプロジェクト実施に関与している。年間予算計画や活動計画の策定に主体的に参加し、プロジェクト実施に係る意思決定にも関与している。インタビューによれば、プロジェクトのフェーズ 1 の時期と比較すると、KRJC 職員はより積極的にプロジェクト運営に参画しているということである。これは、KRJC の組織運営体制が強化され、KRJC 職員の能力が向上したということでもある。

財務省は、海外協力の窓口として、教育省は、人材育成の観点から、また KRJC がある KNU の主管庁として、プロジェクトに関与している⁹。両省とも JCC のメンバーとなっており、JCC に出席し、プロジェクトの進捗を把握している。JCC に出席できない場合もあるが、その場合は、JCC の報告が文書で送られ、情報共有されている。

(6) ターゲットグループの関与

プロジェクトのターゲットグループ（裨益者）は、一部の者を除きプロジェクトに積極的に関与している。

KRJC の職員は、積極的にプロジェクト実施にかかわっている。KRJC の開設以来、KRJC 職員の能力、プロジェクトへの関与の度合いとも向上している。

民間セクターの専門職や起業家は、ビジネスコース参加者としてプロジェクトにかかわっている。大部分は、コースに積極的に参加しており、知識やスキルを習得し実際のビジネスで活用しているが、明確な目的意識に欠ける参加者も一部いるという報告がある。

⁹ KNU では、KRJC に大学内のスペースを無償で提供しているが、特に、大学として KRJC と直接連携した活動等を行っているわけではない。一方、キルギスの教育政策では、最近、大学機関の財務自立性が強調されていることから、KRJC にスペースを無償で提供している以上、KNU と相互に便益があるよう、KNU と KRJC でより積極的に連携した活動などを進めていく必要があるのではないかという議論が、終了時評価中になされた。

第5章 評価5項目による評価

評価5項目による評価は以下のとおりである。

5-1 妥当性

プロジェクト実施の妥当性は高い。

(1) キルギスの社会・ターゲットグループのニーズとの整合性

プロジェクトはキルギスのニーズと合致している。

キルギスの経済・社会開発には、民間セクターの開発が不可欠である。同国内に MBA コースをもつ大学は幾つかあるが、KRJC のビジネスコース、特にミニ MBA コースは非常に特色があり、ビジネス人材のニーズに即したものとなっている。まず、KRJC のコースは、実践的なビジネス経営に主眼をおいていることが挙げられる。また、ミニ MBA コースの期間は3カ月と比較的短期間であり、このため、既に民間セクターで職をもっている人が参加しやすくなっている。

ビジネス人材育成のニーズは引続き高い。ただし、ビジネス環境に変化が生じている。ひとつは、ユーラシア経済共同体（Eurasian Economic Community。以下「EEC」という。）への加盟（2014年12月調印）であり、これにより、将来的にキルギス経済が大きな影響を受ける可能性がある。CCI 等関係機関とのインタビューなどでは、EEC 加盟により新たなビジネスチャンスを発掘する企業もあれば、負の影響を受ける企業も出てくる可能性が指摘されている。また、近年キルギス経済は、景気が停滞しており、そのため、ビジネス人材育成のニーズは高いにもかかわらず、KRJC のビジネスコース応募者が減少しているのではないかと KRJC 職員の一部は考えている。

(2) キルギス政策との整合性

プロジェクトはキルギス政府の開発政策と合致している。

キルギス政府の「国家持続的開発戦略（National Sustainable Development Strategy for the Kyrgyz Republic : 2012-2017）」では、民間セクター開発が重点課題のひとつとなっている。そのなかで、投資と産業多角化の推進、市場のニーズに即した人材の育成が戦略に挙げられている。

(3) 日本の政府開発援助（ODA）政策との整合性

プロジェクトは日本の対キルギス政府開発援助（Official Development Assistance。以下「ODA」という。）政策と合致している。

わが国の「対キルギス共和国国別援助方針」（2012年10月）では、基本方針（大目標）を「民主主義の定着を後押しする持続的かつ均衡のとれた経済成長への支援」とし、同方針の付属文書である「対キルギス共和国事業展開計画」（2014年5月）では、重点分野（中目標）として、（1）運輸インフラの維持管理と地域間格差の是正、（2）社会インフラの再構築、の2点を挙げている。重点分野（1）のなかに、運輸インフラの整備、農業・ビジネス振興、ガバナンス・政策立案能力向上の三つの開発課題が挙げられている。本プロジェクトは、農業・ビジネス振興に資するものとして位置づけられる。

(4) プロジェクトデザインの適切性

プロジェクトは適切にデザインされている。

フェーズ2終了にあたり、民間セクター振興のニーズにかんがみ、ビジネス人材の育成に焦点をあて本プロジェクトの計画が策定された。計画時には、今フェーズ終了後に日本の協力が終了する可能性も視野に入れ、KRJCの組織能力の向上と持続性の強化に重点が置かれた。このプロジェクトデザインにより、結果的に、KRJCのC/Pと職員の能力及び組織としての能力向上につながったと考えられる。

プロジェクトは、KRJC全体の組織能力の強化とビジネス研修センターとしての機能の強化の二つのコンポーネントからなっている。二つのコンポーネントはプロジェクト目標の達成に不可欠であり、プロジェクトは適切にデザインされているといえる。

プロジェクトは、日本の技術優位性を考慮してデザインされた。日本は民間セクターのビジネスで豊富な経験があり、PQM、HRM、コミュニケーション等を含む日本的経営は、キルギスをはじめ多くの国で高く評価されている。ビジネスコースや本邦研修の内容は、こうした日本の経験を取り入れ計画されている。

ターゲットグループの選定は適切である。プロジェクトの重点がビジネス人材の育成であることから民間セクターの専門職・起業家がターゲットグループとされた。また、KRJCの組織強化がコンポーネントになっていることから、KRJCの職員と講師もターゲットグループになっている。

5-2 有効性

有効性は高い。

(1) プロジェクト目標の達成度

先に3-4で述べたとおり、プロジェクト目標の指標は達成されつつある。

KRJC職員の能力とコミットメントはプロジェクト期間を通じて向上し、プロジェクト目標はキルギス側C/Pと職員のイニシアティブで達成されつつある。キルギス側C/Pと職員は、中期運営計画の策定に積極的に関与している。また、関連機関と連携した活動の実施を積極的に進めており、幾つかの活動が成功裡に実施されている。

プロジェクト目標達成の促進要因としては、今フェーズではKRJC職員がそれぞれのポストに定着していたことが挙げられる。KRJCでは、公平かつ効果的な人事評価システムを確立し、定期的に職員の業績につき適切なレビューを行った。また、KRJCの財務基盤が強化されたことも促進要因となっている。Cコースや日本の大学との連携等収益を生む活動は、KRJCの財政基盤の強化に有効であった。

プロジェクト目標はほぼ達成されつつあるが、懸念材料として、Aコースの応募者が減少していることが挙げられる。要因としては、キルギスの経済の停滞のほか、ビジネスコースの市場が飽和しつつあることが指摘されている。このため、民間セクターのビジネス人材のニーズに応えるコースを提供できるよう、KRJCでは、コース内容を定期的に見直している。また、ビジネスコースの広報活動にも力を入れている。

(2) アウトプットからプロジェクト目標に至るロジック

アウトプットからプロジェクト目標に至るロジックは適切である。

アウトプットである組織能力の強化とビジネス研修センターとしての機能強化は、プロジェクト目標の達成に不可欠なコンポーネントといえる。PDMにはアウトプットからプロジェクト目標に至る外部条件が示されていないが、プロジェクト目標達成には、KRJCの法的位置づけが変わらないことが不可欠である。現状では、KRJCはキルギス国内の公益法人(NPO)となっており、この位置づけは今後も続く見込みである。

5-3 効率性

効率性は高い。

(1) アウトプットの達成度

先に3-3で述べたとおり、二つのアウトプットの指標はおおむね達成されている。

アウトプット1の指標はほぼ達成されている。KRJCの職員の能力は向上し、KRJC職員のイニシアティブによりKRJCの運営が改善されている。

アウトプット2については、指標2-1の参加者の数がラウンド15以降目標値に達していない。参加者数減少の要因としては、前述したキルギス経済の停滞のほか、他の機関が類似のビジネスコースを提供していることが指摘されている。ビジネスコースの応募者が減少しているのは懸念材料であるが、一方で、参加者のほぼ半数が女性であることは、キルギス国内で女性起業家がまだ少ない現状を考慮すると、特筆できることといえる。指標2-1の参加者の満足度は目標値に達している。その他のアウトプット2の指標はほぼ達成されており、KRJCのビジネス研修センターとしての機能は強化されていると考えられる。

PDMで設定された指標以外に、幾つかの成果が確認されている。UCAとの共同によるタジキスタンでのビジネスコースはタジキスタンのビジネス人材育成に有用なものであった。また、こうした他機関との連携事業により、KRJC職員の能力が向上した。KRJCとUCAとの連携は継続しており、引き続きタジキスタンでのビジネスコースを実施していく予定である。また、日本の大学との連携活動を実施したことで、KRJCの活動の幅が広がり、また収益にもつながっている。

アウトプット達成の促進要因としては、OJTを通じたキルギス人職員の能力の向上が挙げられる。業務分掌を明確にし、勤務評定システムを確立したことなども、KRJC職員の能力と業績の向上に有効であった。日本人専門家の支援も成果発現の促進要因である。アウトプット達成の阻害要因としては、プロジェクト関係者の中で時折コミュニケーションが円滑でなかったことがある。

(2) 投入からアウトプットまでのロジック

投入からアウトプットに至るまでのロジックは適切である。

アウトプット達成に必要な活動が適切に計画されている。タジキスタンにおけるビジネスコースの実施や日本の大学との連携はPDMの活動には明記されていないものの、関係機関との連携を推進するための活動の一部と位置づけられる。これらはいずれも成功裡に実施され、先に述べたとおりの成果を上げている。

また、活動を実施するために十分な投入が計画され実施された。アウトプット達成を阻害するような外部条件は特に報告されていない。

(3) 投入の適切性

投入は適切に実施された。

1) 日本人専門家

日本人専門家の派遣はおおむね適切に行われ、成果の発現に貢献した。短期専門家のうち2名が病気等により予定どおり派遣することができなかったが、他の専門家と KRJC 職員・講師が柔軟に対応することで、ほぼ予定どおりの活動を実施することができた。大多数の専門家は豊富な経験をもち適切な技術移転を行い、KRJC 職員やビジネスコース参加者から高く評価されている。

2) 施設・機材

活動に必要な施設・機材は適切に提供された。

KRJC の事務所と研修室は、KNU から無償で提供されており、活動実施に十分なスペースがある。機材は必要なものが供与され、活用されている。インタビューによれば、コンピュータや机・椅子等 KRJC の設備が整備されていることは、応募者や参加者を引きつける KRJC の特長のひとつとなっている。

3) 本邦研修

本邦研修は適切に実施された。

ビジネスコースでは、一定の基準¹⁰に基づき、各ラウンドから4名の修了者を本邦研修に派遣している。そのほか、毎年 KRJC 職員数名に対し、トレーナー研修を日本で実施している。

本邦研修に参加したビジネスコース参加者と KRJC 職員によれば、本邦研修は非常に有用だったということである。日本企業の訪問は、日本におけるビジネスの実際を視察するよい機会となり、日本の経営者との討論では、ビジネスに活用できるさまざまな示唆を得ることができた。本邦研修を通じ、参加者は、時間厳守の習慣やコミュニケーション技術、日本の文化等を学び、日本で学んだことを日々のビジネスや KRJC の業務で生かしている。

4) C/P の配置

C/P（共同所長）と適切な専門性をもつ KRJC 職員が十分配置され、KRJC の活動を実施している。

5) プロジェクトコスト支援

KRJC 予算と JICA によるローカルコスト支援が適切かつタイムリーに行われ、活動を実施することができた。

投入はすべて適切に活用され、成果発現に貢献した。

5-4 インパクト

インパクトは中程度である。

(1) 上位目標の達成度

上位目標の達成については、達成される可能性が高いと考えられる。

終了時評価時点で、A コースの参加者は毎年100名を超えており、コース登録人数では、

¹⁰ 各ラウンドの成績1位の者は自動的に本邦研修に派遣される。そのほかの成績優秀者、ビジネスプランが優れていた者、授業の貢献度が高かった者などのなかから3名選抜され、計4名が派遣される。

目標値に達しているが、A コースの修了率は 70%程度にとどまっている。終了時評価のインタビューでは、A コースに加え、B、C コースも含めると、毎年 100 名程度のビジネスコース修了者が実際にビジネス界で活躍しているの見込まれ、なかにはキャリア形成やビジネスで非常に成功している者もいる。現地調査でインタビューした修了者のなかには、食品加工業を経営しており、キルギスで発行された「キルギスの女性起業家 50 人」に選ばれ紹介された女性経営者、サブコントラクターを通じてトルコやカザフスタンでも事業を展開する建設エンジニアリング会社の経営者、自宅で衣料品の製作・販売を始め事業を拡大し、手ごろな価格で高品質の衣料品を提供することをめざしている起業家らがいる。近い将来、ビジネス界で活躍また成功する修了者は更に増える可能性は期待できるが、上位目標の達成度を正確に判断するには、詳細な追跡調査を行う必要がある。その際、上位目標にある「ビジネス界で活躍する」の定義も明確にすることが重要である。終了時評価時点では、プロジェクト終了後 3～5 年で上位目標が達成されるかどうかは、明言できない。

修了者や関連機関のインタビューから、プロジェクト実施の結果、KRJC の認知度と評判はかなり高くなっていると判断される。企業経営者や経済関連団体、援助機関の間で KRJC の評価は高い。

上位目標の達成には、修了者に対するフォローアップやコンサルティングが有効と考えられる。修了者とのインタビューでは、修了者同士のコミュニケーションや情報共有が役に立っているということであった。また、資本金の調達などのビジネス環境が整備されていることも、ビジネスで成功の重要な要素といえる。さらに、修了者が経営する会社では、必要とする人材を採用するのが難しい場合がしばしばあるという声が聞かれた。修了者の多くは経営者であり、技術者や事務職員等の人材を確保するのに苦労することがあるということであった。なお、少数ではあるがコース参加者のなかにあまり積極的でない者もいるという報告があり、修了者自身のモチベーションは、上位目標達成に関連する阻害要因となり得る。

(2) プロジェクト目標から上位目標に至るロジック

プロジェクト目標から上位目標に至るロジックは、おおむね適切であるが、上位目標達成には懸念材料も存在する。

プロジェクト目標から上位目標に至るロジック自体は適切といえる。ただし、指標の目標値については、先にも述べたとおり、ビジネスコースの修了者は毎年 100 名輩出という目標を達成できる可能性はあるが、「ビジネスで活躍する」の定義が不明確であり、そのため上位目標の目標値の設定レベルが適切であったかについては、明言できない。

また、上位目標の達成には、経済状況は修了者個人の能力やモチベーション等、プロジェクトの活動だけではコントロールできない要因もあり、留意が必要である。

外部要因については、市場経済促進に向けてのキルギスの政策は変わらない見込みである。ただし、市場経済促進の大きな方向性は継続するものの、例えば、EEC 加盟等の経済環境の変化が一部の企業に影響を与える可能性はある。

(3) 修了者の会社の業績に対するインパクト

修了者の所属する会社の業績に対する正のインパクトが報告されている。

プロジェクトで実施したアンケート調査によれば、修了者の一部は、ビジネスコース後に

新たに起業したり業務を拡大している。終了時評価でインタビューした会社経営者のなかには、開業当初と比較し売上げを3~4倍に伸ばしており、これはKRJCで習得した経営スキルのおかげでもあるとコメントしている者がいた。

修了者のネットワークは、修了者のビジネス拡大に効果を上げている。インタビューによれば、経営者のなかには、同窓生の推薦で社員を採用した者もいるということである。また、Gクラブを通じて同窓生から情報や助言を得られることも有用であるとしている。

(4) その他のインパクト

KRJCの機能強化のコンポーネントとして実施した関連機関との連携活動の結果、PDMでは想定されていなかった波及効果（インパクト）が確認された。まず、KRJCのビジネスコース（ミニMBAコース）では、男女の参加者数がほぼ同数であり、女性のビジネス人材の育成に貢献していることが挙げられる。将来、女性の起業家の輩出につながることも期待できる。また、UCAと共同で実施したタジキスタンのビジネスコースでは、タジキスタンのビジネス人材への便益をもたらし、地域協力を促進することとなった。日本の大学との連携では、日本の大学にも有益な活動となっている。この活動を通じ、日本に対してキルギスの経済、社会、文化に関する情報が発信されている。

また、KRJCに対する長期にわたる協力の結果、4名のAコース修了者が現在KRJCの講師を務めている。

負のインパクトは特に報告されていない。

5-5 持続性

持続性はおおむね高いと考えられるが、財政的基盤を更に強化する必要がある。

(1) 政策面

政策面での持続性は高い。

現行の政策である「国家持続的開発戦略」は、2017年までの期間に対するものであるため、市場経済振興に関する政策は当面は継続すると考えられる。終了時評価でのインタビューでは、財務省と教育省は引き続きKRJCに対する支援を行う予定である。

(2) 組織面

組織面での持続性はおおむね高い。

KRJCの事業実施能力、調整能力は向上している。活動の大部分は、既にキルギス側C/Pと職員を中心に実施できるようになっている。

KRJCの公益法人NPOとしての法的地位は今後も変わらない予定である。KRJCではこれまで、キルギス側・日本側2名の共同所長体制をとってきたが、現在これを見直し、キルギス側1名の所長体制に変更することを計画している。これにより、手続き面で若干の影響が出るのが予想されるが、KRJCの組織体制全体が大きく変わることはないと考えられる。

(3) 財政面

財政面での持続性は、強化されつつあるものの、一層の改善が必要である。

KRJCの年間収入は増加しており、収入全体に占めるKRJC独自収入の割合も増加してい

るが（合同評価レポート Annex 8）、財政的に自立しているという状態には、まだ遠い。KRJC では、C コースや日本の大学との連携等収入につながる活動を拡大することを計画している。ただし、収入源を確保する努力が必要である一方で、A コースの授業料を値上げすると、応募者が減る可能性もあり、留意が必要である。

(4) 技術面

技術面での持続性はおおむね高い。

このフェーズになってから、KRJC の職員の離職が少なく定着するようになっており、日本人専門家の支援は必要であるものの、職員の能力も向上している。ビジネスコースにおいても、キルギス人講師の役割が大きくなっているが、まだ日本人講師の支援は必要であり、インタビューでは、一部のキルギス人講師から日本人専門家にまだ依存していることを窺わせる発言もあった。

KRJC 職員は、日本人専門家から移転された知識とスキルを活用している。ビジネス界で活躍している修了者も、KRJC で習得した知識やスキルを活用しているということであった。また、長期にわたるビジネスコース実施の成果として、修了者の間で同窓生ネットワーク（G クラブ）を活用して情報交換やサポートを行っていることから、ビジネスコースの成果は、修了者の間で広く活用されると考えられる。

供与機材はすべて活用されており、維持管理状況も良好である。KRJC の IT スペシャリスト 1 名が、機材の維持管理を担当している。

さらに、今フェーズ中に中期運営計画が策定されていることから、KRJC の事業は同計画に基づき、プロジェクト終了後も実施されると考えられる。

(5) 持続性に係る促進要因・阻害要因

今後持続性を更に高める促進要因が幾つか挙げられる。ひとつには、引き続き KRJC の職員の能力を強化していくこと、また職員の定着を図っていくことである。職員のモチベーションを高めること、そのための手段のひとつとして、引き続き公平で透明性の高い人事システムを開発・導入していくことも促進要因となる。さらに、財政基盤を強化することが不可欠である。ビジネスコースの応募者を引き続き確保することも、持続性を高めるために必要であり、そのためには、市場のニーズに即したビジネスコースの内容を検討し提供していくことが重要である。ビジネス人材にとって魅力あるコースにするためには、日本の特長や比較優位性を打ち出していくことが有用と考えられる。

持続性に係る阻害要因としては、KNU や関連省庁からの支援が得られなくなることで、引き続き、KNU 及び関連省庁と良好な関係を築いていくことが望まれる。

第6章 結 論

活動は、ほぼ予定どおり実施され、アウトプットとプロジェクト目標の指標はおおむね達成されつつある。上位目標の達成は、終了時評価時点では正確には予測できず、外部条件等の懸念材料もあるものの、ある程度は見込まれる。持続性はおおむね高いが、財政基盤を更に強化する必要がある。

上記のとおり、改善すべき点もあるものの、プロジェクト目標はほぼ達成される見込みであることから、プロジェクトは2016年3月に予定どおり終了するものとする。

第7章 提言・教訓

7-1 提言

終了時評価の結果に基づき、プロジェクト終了までの期間及びプロジェクト終了後について、以下のとおり提言する。

(1) キルギス共和国日本人材開発センター（KRJC）に対するプロジェクト終了までの提言

1) KRJC 職員の能力強化

KRJC の能力強化はプロジェクトのコンポーネントのひとつであったが、引き続き KRJC 職員の能力を向上させるための努力を続ける。KRJC の職員及び組織全体の能力を向上させるため、OJT に加え、プロジェクト終了までに、業務マニュアルや決裁シートのような運営管理ツールを見直し、更に整備していくことが求められる。

(2) 長期にわたる提言

1) ビジネスコースの継続的改善

ビジネス人材開発の組織として、有用なコースを提供することは不可欠である。他の機関で類似のビジネスコースを実施するようになったこともあり、A コースの応募者が減少する傾向がみられる。KRJC としては、変化する市場のニーズに即したビジネス人材の育成を行うことをめざし、日本の経験を取り入れるなどビジネス人材にとって魅力のあるコースを引き続き提供していく。そのため、KRJC の比較優位を意識しつつ、常にコースのカリキュラムと内容を見直し改訂していくことが必要である。

2) 財政基盤の強化

KRJC の財政基盤を強化するため、独自収入を増やすための活動を拡大していく。例えば、起業に対する個別コンサルティングや日本の大学と連携した活動を増加していくことを検討する。

3) 日本の大学との連携活動の強化

上記で述べたとおり、日本の大学との活動は、現在、KRJC の重要な収入源のひとつである。さらに、この活動は、対象となっている日本の大学と大学生にとっても有益なものとなっている。こうした点から、日本の大学と連携した活動は更に強化していき、ひいては、キルギスと日本との関係強化にもつながるようにしていくことが望ましい。

4) ビジネスコース修了者に対する支援

ビジネスコースの修了者に対する支援を更に強化していくことが重要である。例えば、フォローアップ活動、情報提供、ビジネスマッチング活動等である。経営者または管理職である修了者から、技術者や事務職員等の人材の採用に苦勞しているという声が聞かれており、職業訓練や人材育成を行っている機関と連携することも有用と考えられる。また、多くの修了者が他の修了者を通じて有用な情報を得ていることから、同窓生ネットワーク（G クラブ）の活動を引き続き支援することも重要である。

5) KNU との協力

KNU との協力関係は、更に強化していくことが望ましい。その一環として、KNU と KRJC 双方にとって有用な活動を実施することが考えられる。例えば、KRJC の講師を KNU の

MBA コースに派遣するなどである。そのために、KNU とのコミュニケーションを緊密にしていく必要がある。

7-2 教訓

(1) 長期にわたるプロジェクトにおける「運営管理ツール」の重要性

KRJC では、業務マニュアルや決裁シート等のさまざまな「運営管理ツール」と呼べるものを開発しており、これらが、プロジェクトの円滑な進行に役立った。プロジェクトでは、3 フェーズにわたり、こうした運営管理ツールを、少しずつ開発し、また継続的に見直し改訂してきた。これにより、フェーズが変わっても、また日本側・キルギス側とも人材が交代しても、プロジェクトのノウハウを伝達し記録をたどることができた。このような運営管理ツールの開発は、長期あるいは複数フェーズにわたるプロジェクトでは、特に重要であるといえる。

付 属 資 料

1. M/M
2. キルギス共和国日本人材開発センター（KRJC）の12年間の活動実績
3. 日程表
4. 面談者リスト

MINUTES OF MEETING BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE KYRGYZ REPUBLIC
ON THE JAPANESE TECHNICAL COOPERATION
FOR
“THE PROJECT FOR CAPACITY DEVELOPMENT OF BUSINESS PERSONS
THROUGH THE KYRGYZ REPUBLIC-JAPAN CENTER FOR HUMAN
DEVELOPMENT”

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Team”), organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) headed by Mr. Takafumi UEDA, visited the Kyrgyz Republic from September 3 to 19, 2015, and had a series of discussions with the authorities concerned of the Government of the Kyrgyz Republic for the purpose of conducting the terminal evaluation concerning the Japanese Technical Cooperation on the Project for Capacity Development of Business Persons through Kyrgyz Republic-Japan Center for Human Development (hereinafter referred to as “the Project”).

During its stay in the Kyrgyz Republic, the Team also had a series of discussions with the concerned ministries and the members of the Kyrgyz Republic-Japan Center for Human Development (hereinafter referred to as “KRJC”) and exchanged views on the achievement of the Project to fulfill the Record of Discussions signed on February 21, 2013.

Based on the discussions, the evaluation was jointly conducted and recommendations were made by Kyrgyz and Japanese sides. The evaluation report was developed as attached herewith.

Bishkek, September 17, 2015



Mr. Takafumi UEDA
Leader
Terminal Evaluation Team,
Japan International Cooperation Agency
(JICA)



Ms. Zuura BAYAMANOVA
State Secretary
Ministry of Finance
The Kyrgyz Republic



Ms. Chinara ADAMKULOVA
Rector
Kyrgyz National University
named after J. Balasagyn



Mr. Adilet BEKBOEV
Deputy Minister
Ministry of Education and Science
The Kyrgyz Republic

JOINT EVALUATION REPORT

**PROJECT FOR CAPACITY DEVELOPMENT
OF BUSINESS PERSONS
THROUGH THE KYRGYZ REPUBLIC-JAPAN CENTER
FOR HUMAN DEVELOPMENT**

SEPTEMBER 2015

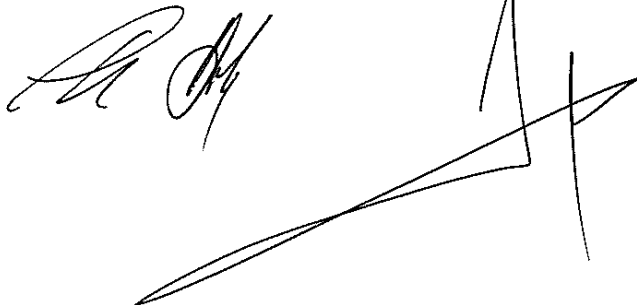
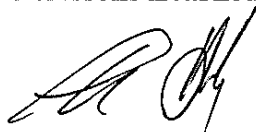
The image shows two handwritten signatures in black ink. The signature on the left is more cursive and appears to be 'A. M.'. The signature on the right is more angular and appears to be 'A. H.'. Both signatures are positioned below the date 'SEPTEMBER 2015'.

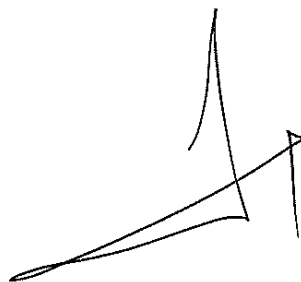
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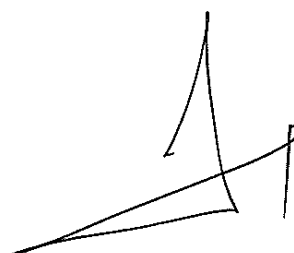
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List of Abbreviations

Abbreviation	Full Term
BPN	Business Professional Network
CCI	Chamber of Commerce and Industry
C/P	Counterpart
EEU	Eurasian Economic Union
HRM	Human Resource Management
JCC	Joint Coordination Committee
JF	Japan Foundation
JICA	Japan International Cooperation Agency
JL	Japanese Language
JOCV	Japan Overseas Cooperation Volunteers
KNU	Kyrgyz National University
KRJC	Kyrgyz Republic-Japan Center for Human Development
MU	Mutual Understanding
NPO	Non-Profit Organization
ODA	Official Development Assistance
OJT	On-the-job training
PDM	Project Design Matrix
PO	Plan of Operation
PQM	Production Quality Management
R/D	Record of Discussions
SME	Small and Medium Enterprise
UCA	University of Central Asia


1 Objectives and Procedure of Terminal Evaluation

1-1 Objectives

The Japanese Terminal Evaluation Team organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. Takafumi Ueda, visited the Kyrgyz Republic from 3 September to 19 September, 2015 for the purpose of terminal evaluation of Japanese technical cooperation “Project for Capacity Development of Business Persons through Kyrgyz Republic-Japan Center for Human Development” (hereinafter referred to as “the Project”).

Terminal evaluation of projects is conducted six months prior to the termination of the projects. The evaluation aims at examining the achievements and process of the project. Based upon its results, evaluation is conducted based on five evaluation criteria designated by JICA’s project evaluation guideline, then recommendations and lesson learned are discussed.

The terminal evaluation was conducted jointly by Japanese terminal evaluation team members and Kyrgyz side evaluation team members (hereafter “the Evaluation Team”).

The objectives of the evaluation are the following:

- a) To review the conducted activities and outputs of the Project;
- b) To analyze the progress and achievements based on the Project Design Matrix (PDM) and five evaluation criteria (relevance, efficiency, effectiveness, impact, and sustainability) and to prepare a Joint Evaluation Report, and;
- c) To provide recommendations for the Project.

1-2 Procedure

The Evaluation Team conducted literature review and questionnaire surveys, and interviewed the Kyrgyz side counterpart (C/P) personnel, KRJC staff, the Japanese experts and other persons related to the Project based on the Evaluation Grid (Annex 1). The Evaluation Team had a series of discussions among the Evaluation Team members and with relevant parties. The Evaluation Team analyzed the results of the surveys and reviewed the Project.

1-3 Analyzed Issues

The Evaluation Team analyzed i) achievement of the Project, ii) implementation process and iii) issues based on five evaluation criteria.

(1) Achievement

Achievement of the Project, or Project performance up to the present, was measured in terms of



Inputs, Outputs, Project Purpose, and Overall Goal in accordance with the Verifiable Indicators of the PDM.

(2) Implementation Process

Implementation process of the Project was reviewed from the various viewpoints, such as project management system, communication, and recognition/participation of the target group, to see if the Project has been managed properly as well as to identify promoting and/or inhibiting factors that have affected the implementation process.

(3) Evaluation based on the Five Evaluation Criteria

The Evaluation Team also assessed the Project from the viewpoint of the following five evaluation criteria.

i) Relevance

A criterion for considering the validity and necessity of a project regarding whether the expected effects of a project (or project purpose and overall goal) meet with the needs of target beneficiaries; whether the contents of a project is consistent with policies of the Kyrgyz Republic and with Japanese ODA policies; and whether project strategies and approaches are relevant.

ii) Effectiveness

A criterion for considering whether the implementation of project has benefited (or will benefit) the intended beneficiaries or the target group.

iii) Efficiency

A criterion for considering how economic resource/inputs are converted to results, including the relationship between project cost and effects.

iv) Impact

A criterion for considering the effects of the project with an eye on the longer term effects including those direct or indirect, positive or negative, and intended or unintended.

v) Sustainability

A criterion for considering whether produced effects continue after the termination of the assistance.

1-4 Members of Evaluation Team

Kyrgyz side:

Ms. Zuura BAYAMANOVA

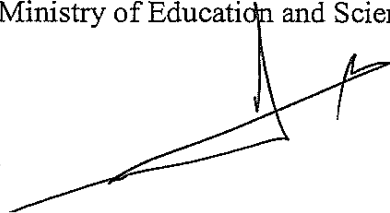
State Secretary, Ministry of Finance

Mr. Adilet BEKBOEV

Deputy Minister, Ministry of Education and Science



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Ms. Chinara ADAMKULOVA Rector, KNU

Japanese side:

Mr. Takafumi UEDA	Senior Advisor (Private Sector Development), JICA
Mr. Keiji EHARA	Deputy Director, Team 2, Private Sector Development Group Industrial Development and Public Policy Department, JICA
Ms. Erika TANAKA	Senior Researcher, Global Link Management, Inc.

2 Outline of the Project

2-1 Project Design Matrix (PDM)

The current PDM is attached as Annex 2 and PO as Annex 3. The PDM was revised to define the target level of Verifiable Indicators and approved at JCC held in June 2014. The PDM has three major items called Overall Goal, Project Purpose, and Outputs of the Project.

(1) Overall Goal

KRJC becomes a core center to produce trained business personnel to help developing the market oriented economy in Kyrgyz Republic.

(2) Project Purpose

Sustainable institutional mechanism and functions are established at KRJC as a center of human resource development in Kyrgyz Republic.

(3) Outputs

- (i) Sustainable organizational and managerial mechanism implemented by KRJC staff is established.
- (ii) KRJC's function as a training center for business persons is strengthened.

2-2 Project Period, Target Areas and Related Organizations

(1) Project period

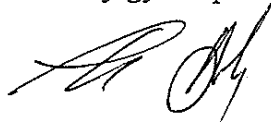
1 April, 2013 to 31 March 30, 2016 (3 years)

(2) Major target group

Business persons in the private sector, and KRJC staff members and its lecturers

(3) Location of the Project base

The Kyrgyz Republic-Japan Center for Human Development, Bishkek



- (4) Implementation body on the Kyrgyz side
Ministry of Finance, Kyrgyz National University

2-3 Outline of Business Courses

KRJC currently offers several business courses programs and seminars.

(1) Training course

- Practical Business Management Course (A course): Three-month mini-MBA course targeted for start-up and acting entrepreneurs.
- Executive Course (E course): Skill-up course for the top management on strategic marketing, HRM, PQM and Financial Management.
- Corporate Course (C course): Tailor made program aimed to identify and solve managerial problems of a particular company.

(2) Seminars

- Thematic seminars: Seminars on various business topics are conducted by KRJC Japanese and local lecturers. Three-month A course graduates are offered to participate in the seminars with discounted tuition fees in order to be followed-up after their participations of the course.
- Individual consultations: Conducted upon necessity and request.

(3) Regional cooperation

- Business Course in Dushanbe, Tajikistan: Practical Business Course Management Course as regional cooperation in Central Asia, with the University of Central Asia

3 Achievement

3-1 Inputs

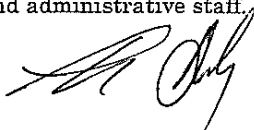
Inputs from both the Japanese and Kyrgyz sides, from the start of the Project in April 2013 till March 2016, were executed as described below.

3-1-1 Kyrgyz Side

(1) Appointment of Counterpart Personnel (C/P)

Throughout the Project period, twelve permanent staff, including Co-Director (C/P¹), Senior Manager, and two Business Course Manager are assigned to KRJC as well as three part-time staff members and lecturers. The salary of five permanent staff members and one part-time staff member is financed by KRJC's own revenue (NPO budget). For details, see Annex 4.

¹ C/P means Co-Director on Kyrgyz side. The Kyrgyz side personnel assigned to KRJC are called KRJC staff. KRJC staff includes Senior Manager, Business Course Manager, Business Course lecturers, Japanese Language lecturer, and administrative staff.



(2) Expenses

Cost for salary of some KRJC staff members, utility charges of KRJC facilities, and materials were born by KRJC budget. For details, see Annex 8.

(3) Offices and facilities

Office space, seminar rooms and necessary facilities are offered by KNU inside its campus.

3-1-2 Japanese Side

(1) Dispatch of Japanese Experts

Three long-term experts and seven short-term experts were dispatched. A total of 24 dispatches of short-term experts were implemented. For details, see Annex 5.

KRJC implements collaboration with JOCV in mutual understanding activities.

(2) Training in Japan

Training in Japan was conducted for eight KRJC staff members and 22 Business Course participants. For details, see Annex 6.

(3) Provision of Equipment

Equipment such as computers and printing machines were provided as planned. For details, see Annex 7.

(4) Expenses on Project Activities

Necessary cost was disbursed as planned. For details, see Annex 8.

3-2 Activities

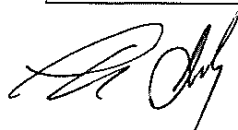
Activities were implemented as planned based on PDM and PO.

3-3 Outputs

The Team confirmed that Outputs are produced as following along with the plan stated in PDM. The details are shown below.

Output 1: Sustainable organizational and managerial mechanism implemented by KRJC staff is established.

Indicators
1-1 The JICA's expenditure for the Project operation will be 40%* by the end of the Project.
*KNU's contribution is not included in the total amount of the project operation cost.
1-2 Organizational function chart is formulated and updated periodically by KRJC staff.



- 1-3 KRJC staff are able to prepare the annual implementation plan with budget plan, and to implement it.
- 1-4 KRJC staff are able to prepare the activity report semi-annually.
- 1-5 KRJC staff are able to prepare the financial statement according to each activity and include it in the activity report.
- 1-6 The annual activity report and the annual implementation plan are approved in JCC annually.
- 1-7 KRJC staff are able to conduct planning, implementation and management by more independence by the end of the Project.
- 1-8 The KRJC mid-term management plan (5 years) with KRJC's mission, policy and major activities is compiled by the end of the Project.

<Indicator 1-1>

Annual revenue of KRJC is approximately US\$110,000 in fiscal 2013 and US\$150,000 in fiscal 2014 respectively. The ratio of expenditures by JICA in total KRJC expenditure is 32% in 2014. For details, see Annex 8.

<Indicator 1-2>

Organizational function chart is formulated and updated by KRJC staff. For the latest organizational function chart, see Annex 9.

<Indicator 1-3>

Annual implementation plan and budget plan are formulated with the initiative of Kyrgyz side Co-Director and Senior Manager.

<Indicator 1-4>

Semi-annual activity reports are formulated with the initiative of Kyrgyz side Co-Director and Senior Manager.

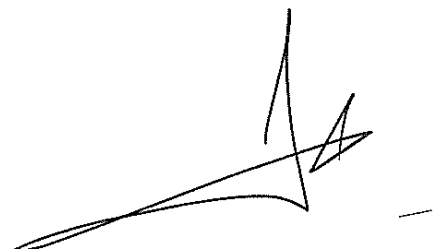
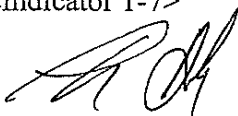
<Indicator 1-5>

Financial statements are formulated and included in the activity report with the initiative of Kyrgyz side Co-Director and Senior Manager.

<Indicator 1-6>

The annual activity report and the annual implementation plan are approved at JCC every year. The documents for JCC are prepared by local staff under the leadership of Co-Director and Senior Manager.

<Indicator 1-7>



A variety of activities are planned and implemented with the initiative of local staff, including A Course and thematic seminars. Corporate course (C course) for Gazprom Neft Asia (petroleum corporation) was conducted by local lectures.

<Indicator 1-8>

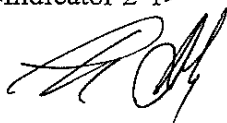
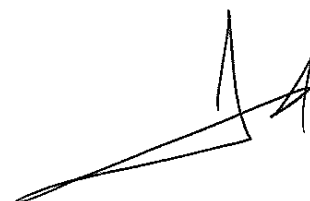
The Mid-term Operation Plan of KRJC was formulated, incorporating comments and suggestions by local staff. The Mid-term Plan was presented to JCC held in May 2015. The Plan is scheduled to be approved during the Terminal Evaluation.

In addition to the above, personnel management system at KRJC is organized. The performance of local staff is reviewed twice a year based on the evaluation sheet. The targeted level of performance is evaluated and necessary suggestions are provided. It is evaluated that the majority of KRJC staff members improved their capacity.

Output 2: KRJC's function as a training center for business persons is strengthened.

Indicators
【Planning and Management of Business Course】
2-1 Number of participants exceeds 85% of each course capacity, and average satisfactory rate of participants exceeds 70%.
2-2 Number of the practical benefits from courses reported by ex-participants such as business-establishment, career-up, improvement of management in the firm etc.
2-3 Number of developed lecturers (including part-timers) who are able to conduct lectures by themselves exceeds 2 persons each in 4 main subjects such as Business Planning, Marketing, Production and Quality Management, and Human Resource Management.
2-4 Share of teaching time by Kyrgyz lecturers constantly increase.
2-5 The system to develop and update curriculums and materials periodically is established.
2-6 KRJC staff are able to conduct planning, implementation, and management of business course with more independence by the end of the Project.
【Networking of business persons, and cooperation with relevant organizations】
2-7 Database of ex-participants and alumni members are periodically updated and utilized.
2-8 Follow-up activities for ex-participants and alumni members are conducted more than 6 times a year.
2-9 Type and number of networking activities and concrete collaboration programs with various organizations in the field of human development of business personnel.

<Indicator 2-1>

The ratio of participants against capacity of A course (70) is as below.

Table 2-1 (1): Number of participants and ratio of participants in capacity (Course capacity: 70 (35 daytime, 35 evening))

Round 13	#	% of 70
	63	90
Round 14	#	% of 70
	63	90
Round 15	#	% of 70
	45	64
Round 16	#	% of 70
	59	84
Round 17	#	% of 70
	54	77

The ratio of male and female among participants is as follows.

Table 2-1 (3)

Round	Male	Female
Round 13	55%	45%
Round 14	46%	54%
Round 15	48%	52%
Round 16	60%	40%
Round 17	49%	51%
Average	52%	48%

The satisfaction rate based on the final evaluation of each A course is as below.

Table 2-1 (3): Satisfaction rate (Based on final evaluation of the course)

Round 13	87%
Round 14	91%
Round 15	84%
Round 16	74%
Round 17	73%

<Indicator 2-2>

According to the survey conducted by the Project, a substantial ratio of participants reported that they have benefited from courses. For details, see Table 2-2.

Table 2-2: Number of the practical benefits from courses reported by ex-participants (Based on e-mail questionnaire conducted after 2 months of each course)




Round	Start up new business		Improvement exi. Business		Expand / Set up new line		Career up / development		Total Participant	Total
	no.	ratio*	no.	ratio*	no.	ratio*	no.	ratio*	no.	ratio*
Round 13	4	15	14	54	2	8	6	23	26	100
Round 14	3	11	10	36	8	29	7	25	28	100
Round 15	3	16	6	32	9	47	1	5	19	100
Round 16	4	14	12	43	5	18	7	25	28	100
Round 17/no data yet										

<Indicator 2-3>

There are three local lecturers for business planning, three for marketing, two for PQM, and two for HRM (as of July 2015). For details, see Annex 10.

<Indicator 2-4>

More lectures are conducted by local lecturers.

The share of teaching time by local lecturers increased from 70% in Round 13 to 76% in Round 17. For details, see Table 2-4. Furthermore, the majority of C courses such as those for Gazprom and Barkad are conducted by local lecturers.

The lectures in business course in collaboration with UCA in Tajikistan held in May to June in 2014 were entirely conducted by Kyrgyz side lecturers.

Table 2-4: Share of teaching time by local lecturers

	Total hours	Local lecturers	%
Round 13	396	276	70
Round 14	389	276	71
Round 15	389	288	74
Round 16	396	294	74
Round 17	389	294	76

<Indicator 2-5>

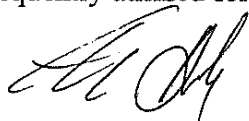
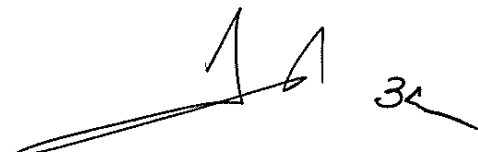
Curriculum and materials are reviewed and updated periodically incorporating feedback of participants;

<Indicator 2-6>

A majority part of business courses are planned and implemented by KRJC staff with support by Japanese experts. Also, the comprehensive planning and management of KRJC courses are implemented by KRJC staff. For the details of courses conducted, see Annex 11.

<Indicator 2-7>

The database of ex-participants is updated twice a year after each mini MBA course. It is being frequently utilized for announcement dissemination through e-mail listed in the database.

<Indicator 2-8>

A total of seven follow-up activities were held in 2013, six follow-up activities in 2014, and six in 2015. For details, see Table 2-8.

Table 2-8: Follow-up activities

Year	Activities
2013	<ul style="list-style-type: none">-HRM seminar- Kaizen study visit to E-line sewing company-Seminar of Strategic Leadership-Seminar on HRM- Individual consultations for graduates on Marketing, HRM and PQM-Courses for executives (MRKT, PQM, HRM) with discounts for graduates- 6 SMM courses with discounts for ex-participants- 6 SMM courses with discounts for ex-participants
2014	<ul style="list-style-type: none">- Courses for executives (MRKT, PQM, HRM) with discounts for ex-participants- Individual consultations for graduates on Marketing, HRM and PQM- Seminar on Law- Japan tour reporting session for ex-participants- Presentation by Naturo company's head for ex-participants- 6 SMM courses with discounts for ex-participants
2015	<ul style="list-style-type: none">- Courses for executives (MRKT, PQM, HRM, Finance) with discounts for ex-participants- Individual consultations for graduates on Marketing, HRM and PQM- Emotional quality seminar with discount for ex-participants- Critical Success Factors seminar- SMM courses with discounts for ex-participants- PREX organized lecture and presentations for ex-participants

In addition, information sharing is provided through Facebook, newsletters, library news, and other information tools. KRJC ex-participants are invited to place booths on KRJC events and to take part in the opening and closing ceremonies of A course. Also KRJC provides a special stand at the reception for ex-participants' promotional materials, such as leaflets.

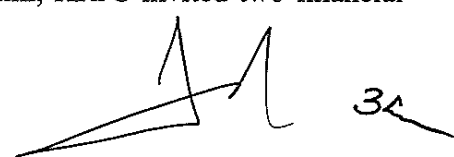
<Indicator 2-9>

Several collaborating activities with related organizations were successfully conducted.

A mini MBA course was conducted in Dushambe, Tajikistan, in cooperation with University of Central Asia (UCA) in May to July 2014. KRJC participated in Sartup Weekend event (global initiative to support entrepreneurs) as one of the general partners in Karakol and Bishkek held in April 2014.

KRJC made a variety of attempts to implement collaborative activities but not always in success.

One is collaboration with UNDP. KRJC tried to have collaboration with UNDP to jointly support the Project for Livelihood Improvement in Tajik-Afghan Cross-border Areas (LITACA). After many discussions between UNDP and KRJC, unfortunately, they did not reach an agreement on terms of specific collaborative activity, then the collaboration was not realized. Another example is business matching for participants of A course. KRJC tried to facilitate graduates to start up business through business matching with financial organizations. With this aim, KRJC invited two financial



organizations, i.e., Bai-Tushum (micro-finance agency) and KICB (large commercial bank) to business plan presentation of A course in 2013. However, specific business matching was not realized. This is because financing agencies do not want to take risk in investing business "beginner" and the interest rate offered was not very attractive for A course participants.

In addition to the above, IT course for deaf people is continuously held at KRJC. Three of deaf ex-participants of the course (before this phase) are now conducting IT course as one of lecturers.

3-4 Project Purpose

Project Purpose: Sustainable institutional mechanism and functions are established at KRJC as a center of human resource development in Kyrgyz Republic.

Indicators
1) Feasible management plan with personnel plan and budget plan is formulated with the initiative of the Kyrgyz side by the end of the Project.
2) KRJC mid-term management plan (5 years) is formulated with the initiative of the Kyrgyz side by the end of the Project.
3) Networking and cooperation activities with domestic and international organizations, firms and personnel are developed constantly by KRJC as a major human development center of the business personnel in Kyrgyz Republic.

<Indicator 1>

The KRJC management plan including budget and personnel plan is formulated every year with active participation of local staff. The Kyrgyz side Co-Director made presentation on activity report and financial report of the previous fiscal year as well as that of the next fiscal year at JCC held in 2014 and 2015.

<Indicator 2>

The Mid-term Operation Plan was formulated, incorporating opinions and suggestions by the local staff and discussed at JCC in May 2015.

<Indicators 3>

KRJC is implementing and expanding collaborating activities.

One is continuation of business course in collaboration with UCA. KRJC is planning to conduct business course in Tajikistan in collaboration with UCA in 2015 again, following the course successfully held in 2014. It is reported that the course held in 2014 was a good training opportunity for business persons as there are not many business courses provided in Tajikistan.

Furthermore, KRJC conducted collaborative activities with Japanese universities. For example, seminars on problem-solving skills and Kyrgyz economic situations were conducted to students of University of Nagoya, and seminars on Russian and Kyrgyz language as well as cultural



understanding were given to University of Tsukuba. The university activities enhance mutual understanding between the Kyrgyz Republic and Japan. The activity is also beneficial to KRJC as income sources.

3-5 Overall Goal

Overall Goal: KRJC becomes a core center to produce trained business personnel to help developing the market oriented economy in Kyrgyz Republic.

Indicator
The number of graduates who actively work in the private sector exceeds 100 annually.

<Indicator >

The number of participants of A course exceeds 100 every year (Table 2-1). In each course, about 70% of the participants successfully complete the course. According to interview with KRJC lecturers and graduates, most of the graduates actively working in business field and 10% to 50% of all graduates successfully develop their career or expand their business. This is quite similar to the results of e-mail questionnaire conducted by the Project two months after the completion of each course (Table 2-2).

The major reason of drop-out of participants is, according to interview, that many participants have their own work and sometimes it is difficult for them to attend the course. Preparing business plan is especially challenging for them.

As a result of long-term cooperation of KRJC, the recognition of KRJC is quite high. A majority of ex-participants interviewed know KRJC long before they actually applied for the course. Some of them applied for the course because the course was recommended by their friends. There are business course graduates at organizations that offer similar training courses (BPN, CCI) and these graduates also highly evaluates KRJC business courses. Also Japanese-style management is highly evaluated in general among business associations in the Kyrgyz Republic, for example, Youth Entrepreneurs Association.

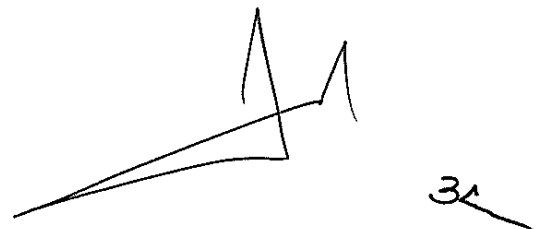
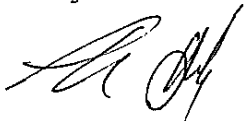
The Project is conducting promotion activities through various media including TV and internet. For details of public relation activities, see Annex 12.

4 Implementation Process

The Evaluation Team confirmed that the implementation process of the Project had been appropriate. The followings are the major points observed by the Team;

(1) Overall implementation process

The Project has been implemented smoothly in general.



(2) Project management system

The project management system is working properly in general. It is reported that review and re-clarification of job description helped management system function smoothly. In this phase, approval sheet is introduced in KRJC management. With this sheet, the process of planning, decision-making, and approval was clearly recorded, which helped grasping and reviewing the project progress. In addition, since the previous phase, work manuals have been compiled and updated for each position.

Management of activities of Japanese language and mutual understanding was transferred to Japan Foundation (JF) in the beginning of this Phase. Collaboration with JF is appropriately functioning at the time of the Terminal Evaluation.

JCC was held once in a year, in 2014 and 2015. JCC is functioning as a good opportunity to share information among stakeholders and to improve transparency of project management. Important matters such as the Mid-term Operation Plan are discussed and approved.

(3) Monitoring process

Project monitoring process is appropriate.

Project progress is managed based on PDM and reviewed among stakeholders at JCC. PDM is shared among all the C/P and KRJC staff. They refer to PDM to implement their duty when necessary. Some data for the Terminal Evaluation were compiled by KRJC staff.

(4) Communication among Project Team and with related organizations

Communication among Project Team and with related organizations is generally good although there has been some difficulty in communication with KNU.

Japanese experts provide fundamentals on practical topics including business planning, documentation, communications, and approach to customers, and on the fundamentals, Kyrgyz side lecturers are developing their capacity. As local lecturers and other staff have improved their capacity to some extent, Japanese experts provide support when necessary. In conducting courses, basically, Japanese experts provide information on Japanese-style management and local lecturers teach how to adapt it into actual Kyrgyz business context. Communications with Japanese experts and Kyrgyz side C/P and staff are good.

Communications among local staff are generally good. KRJC keep communications with business course graduates through Facebook, internet, and newsletters. The alumni network of business course is called G-club and has membership of 700 graduates.

Communications with KNU have been generally smooth since the Kyrgyz side Co-Director has been allocated throughout the project period and played an important role to facilitate the communications between KNU and KRJC.

KRJC share information with related organizations such as CCI and other development agencies. KRJC disseminate information through various public relations activities.



(5) C/P's ownership

Ownership of C/P organization towards the Project is high. Related organizations have commitment relatively high.

KRJC staff are implementing Project activities with their own initiative. They are actively involved in formulation of annual budget plan and activity plan as well as decision-making concerning project implementation. Compared to the start of KRJC project phase 1, KRJC staff members are more actively involved in the project implementation. This can be attributed to the strengthened management system of KRJC and enhanced capacity of KRJC staff.

The Ministry of Finance and the Ministry of education and Science attend JCC. Even if they do not attend, information presented at JCC are sent to the ministries to share the Project progress.

(6) Involvement of the target group or beneficiaries in the project

Involvement of the target group or beneficiaries is quite high except some individuals.

KRJC staff members are actively involved with the project implementation. Their level of involvement, as well as their capacity, has been improving since the start of KRJC.

Professionals in private sectors and entrepreneurs are involved with the project as participants of business course. Most of them are participating the courses actively to acquire skills and knowledge to utilize in actual business although some participants attend the course but without clear motivation.

5 Evaluation Based on Five Evaluation Criteria

The evaluation based on five evaluation criteria is presented below.

5-1 Relevance


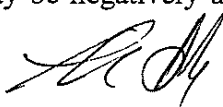
The relevance of the Project is high.

(1) Consistency with the needs of target group and society in the Kyrgyz Republic

The Project is consistent with the needs of the Kyrgyz Republic.

In the Kyrgyz Republic, it is essential to develop human resources to promote business sectors to achieve socio-economic development. Although several universities offer MBA course, business course (mini MBA course) provided by KRJC is unique. First, KRJC course is focused on practical business management. Another characteristic of KRJC course is that the training period of mini MBA course is rather short, three months, which means that people already working in private business sector can easily participate.

Although the needs for capacity development of business person are continuously high, it should be noted that there are some changes in business environment. The Kyrgyz Republic joined Eurasian Economic Union (EEU) recently (signed in December 2014) and this may be a big change in Kyrgyz economy in the future. It may be a new opportunity for some businesses while other businesses may be negatively affected. In recent years, the economic situation in the Kyrgyz Republic is not



very active, which may affect the number of applicants of KRJC even though the needs for business human resources development are high.

(2) Consistency with policy of the Kyrgyz government

The Project is consistent with the Kyrgyz government policy

In the National Sustainable Development Strategy for the Kyrgyz Republic (2012-2017), importance is placed on private sector development. Promotion of investment and diversification of economic sectors are among major strategies.

(3) Consistency with Japanese ODA policy

The Project is consistent with the Japanese ODA policy toward the Kyrgyz Republic.

In Japanese ODA policy toward the Kyrgyz Republic, there are two priority areas; Priority one is maintenance of transportation infrastructure and improvement of regional disparities, and Priority two is restructuring of social infrastructure. Under the Priority one, promotion of business and investment is included.

(4) Appropriateness of intervention and project design

The project is appropriately designed.

After the completion of Phase 2, this phase of the Project was formulated with more focus on business human resource development, incorporating the needs of private sector promotion. At the planning stage, project design was formulated with importance placed on enhancing capacity and sustainability of KRJC with the possibility of termination of Japanese support at the end of the phase. With this Project design, the capacity of KRJC C/P and staff was improved as well as institutional capacity of KRJC.

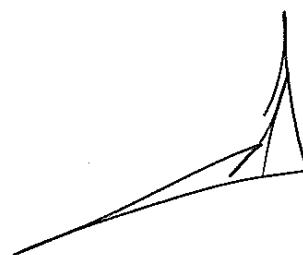
Two components, i.e., strengthening of KRJC organization itself and improvement of KRJC's function as business training center are designed to achieve the Project Purpose. Both components are important to achieve the Project Purpose.

Japanese technical advantage is incorporated in the Project design. Japan has rich experiences of private business management, and Japanese management, including PQM, HRM, and communication, is highly evaluated in the Kyrgyz Republic as well as other countries. These Japanese experiences were incorporated in the design of business courses and training in Japan.

The selection of target group is appropriate. As the focus of the Project is placed on capacity development of business persons, it is only natural to define business persons as target group. Another component of the Project is to strengthen organizational capacity of KRJC, therefore including KRJC staff members and lecturers in target group is essential.

5-2 Effectiveness

Effectiveness is high.



(1) Achievement of Project Purpose

As described in 3-4, the Indicators of Project Purpose are being achieved.

The capacity and commitment of Kyrgyz side staff is improving during the project and the Project Purpose is being achieved with the initiative of Kyrgyz side C/P and staff. They are actively involved in formulation of the Mid-term Operation Plan. They tried to implement activities in collaboration with related organizations and some collaborative activities were actually implemented in success.

One promoting factor for the achievement of the Project Purpose is that KRJC staff members are stably placed in their position during this phase. KRJC established fair and effective personnel evaluation system and the performance of KRJC staff is regularly and appropriately reviewed. Another promoting factor is financial foundation of KRJC. Activities to produce profit (KRJC's own revenue) such as C course and collaborating activities with Japanese university are beneficial to strengthen financial foundation of KRJC.

Although the Project Purpose is almost achieved, one concern is decreasing tendency of applicants of A course. This may be partly because some organizations are providing business courses similar to those of KRJC. To avoid the problem, course contents are constantly reviewed to meet the demands of business persons in private sector. Also promotion of business courses is conducted.

(2) Logic between Output to Project Purpose

The logic from Output to Project Purpose is appropriate.

Two components, strengthening of organizational capacity and enhanced function of business training center, are essential to achieve the Project Purpose. Important Assumptions to achieve Project Purpose is not indicated in PDM but change of legal status of KRJC, if it happens, could be an inhibiting factor for the achievement of Project Purpose

5-3 Efficiency

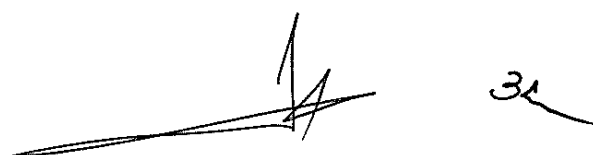
Efficiency is high.

(1) Achievement of Outputs

As shown in 3-3, most Indicators of both Outputs are achieved as expected.

Indicators for Output 1 are achieved in general. The capacity of KRJC staff is improved and management of KRJC is being improved with the initiative of KRJC staff.

As for Output 2, the target of Indicator 2-1, number of participant, has not been achieved since Round 15. It is considered that the reason for the tendency of decreasing number of applicants is that the Kyrgyz economy is a bit stagnated recently and market for business courses is getting saturated. It is notable, however, that almost half of the participants are women, considering the situation that there are still only a few female entrepreneurs in the Kyrgyz Republic. The satisfaction rate of participants reaches the targeted level. The remaining Indicators for Output 2 are almost achieved and it is considered that KRJC's function as business training center is being strengthened.



Apart from the planned Indicators, some outputs are observed. Through business courses held in collaboration with UCA, business persons in Tajikistan were benefited. Also the capacity of Kyrgyz side staff and lecturers was improved through the collaborative activity. KRJC established collaborative relations with UCA and is planning conduct business courses in Tajikistan continuously. Activities in collaboration with Japanese universities brought about diversification of KRJC activities and profit of KRJC as well as benefit to Japanese universities.

One contributing factor to the achievement of Output is improved capacity of Kyrgyz staff through OJT. Clarified job description and effective staff performance review system further helped the enhancement of capacity and performance of KRJC staff. Appropriate support by Japanese expert is another contributing factor. Inhibiting factor for the achievement of Output is occasional difficulty of communications among Project stakeholders.

(2) Logic between inputs and outputs

Logic between inputs and outputs are appropriate.

Necessary activities are designed to achieve Output. Business courses in Tajikistan and collaboration with Japanese universities were not included in PDM and conducted as part of activities to promote collaboration with related organizations. Both are conducted successfully and bring benefit as described above.

Sufficient inputs are planned to produce Output. There was not negative influence of external conditions to achieve Output.

(3) Appropriateness of inputs

Inputs are implemented appropriately.

1) Japanese experts

Japanese experts were dispatched appropriately. Two short-term experts were not dispatched as planned because of illness. However, other experts and KRJC staff implemented activities flexibly and planned activities were completed. Most experts have high standard of expertise and conducted technical transfer successfully although it is reported that a few experts had some difficulties in implementing effective technical transfer.

2) Facilities and equipment

Facilities and equipment are appropriate.

The space for office and seminar rooms offered by KNU is sufficient to implement activities. Appropriate equipment was supplied and fully utilized. According to interview, KRJC's equipment such as computers and furniture is one of attractive points for applicants and participants.

3) Training in Japan

Training courses in Japan are appropriately conducted.

As for business course, four participants in each Round were selected for training in Japan based on



criteria defined at KRJC. In addition, some KRJC staff members were sent to Japan for trainer's training.

According to interview to the participants and KRJC staff, training in Japan was very useful. Visit to Japanese companies was a good opportunity to observe the real business in Japan and discussions with Japanese managers were inspiring. They learned punctuality, communications, and Japanese culture. The participants are adapting what they learned in Japan into their business or daily work at KRJC.

4) Assignment of C/P

KRJC staff were appropriately allocated to implement all the activities at KRJC.

5) Project cost

Local cost support by JICA was appropriately disbursed as well as KRJC budget.

All the inputs are well utilized and contributed to produce outputs.

5-4 Impact

Impact is medium.


(1) Achievement of Overall Goal

It is difficult to clearly judge the achievement of Overall Goal at the time of Terminal Evaluation.

At the time of the Terminal Evaluation, the number of participants enrolled in A Course exceeds 100, the target, every year. Approximately 70% of the participants completed the course. According to the interview at the time of the Terminal Evaluation, among business course graduates (A, B, and C courses put together), it is probable that 100 graduates are actively working annually. Some of graduates become quite successful in their career or business. There is a prospect that more ex-graduates will be active and successful in business in near future, but to evaluate the achievement of Overall Goal precisely, it is necessary to conduct a detailed tracer survey of graduates with clear definition of "actively working". At the time of the Terminal Evaluation, it is not certain if the target level of Overall Goal will be achieved in a few years.

The recognition and reputation of KRJC is quite high, as a result of Project implementation, according to interview with ex-participants and related organizations.

To achieve Overall Goal, follow-up and consultancy services for graduates will be helpful. Also, during interview with graduates, it is reported that communications and information sharing among graduates facilitate their business. Business environment such as availability of fund is another important factor. In addition, it is pointed out that it is difficult to hire human resources necessary for the company of graduates. Most KRJC graduates are business managers and sometimes they have difficulties in finding appropriate personnel like technicians and administrative staff for their company. One inhibiting factor for the achievement of Overall Goal is lack of motivation of graduate



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themselves.

(2) Logic between Project Purpose and Overall Goal

Logic from Project Purpose and Overall Goal is generally appropriate although some concern can be pointed out.

The logic between Project Purpose and Overall Goal is appropriate. As for the target level of Indicators, however, there is some concern. It is likely that the number of graduates will reach 100 every year, however, it is difficult to predict the number of graduates who actively work, as mentioned before.

It should be noted that there are some external factors in achieving Overall Goal, for example, economic situation and individual capacity and motivation of graduates.

In regard to Important Assumptions, it is likely that Kyrgyz's policy to promote market economy will not change. Although the overall policy tendency toward market economy may not be changed, there are some changes in economic environment, for example, joining EEU, which may affect some enterprises in the Kyrgyz Republic.

(3) Impact on the performance of company where graduates belong

Favorable impacts can be observed on the performance of company to which graduates belong.

According to the questionnaire survey conducted by the Project, some graduates started and/or expand their businesses. Company executives interviewed during the Terminal Evaluation reported that their sales have increased by three to four times since the start of their business and this is partly because that they acquired business skills at KRJC.

Alumni network also have positive impact on the business of graduates. Some executives hired personnel on the recommendations made by fellow graduates, according to interview. They also reported that they often get information and suggestion useful for their business from their fellow alumni through G-club network.

(4) Unintended Impacts

Unintended positive impacts are produced through activities in collaboration with related organizations that were conducted as a part of component to strengthen the function of KRJC. Business course in Tajikistan conducted in collaboration with UCA produced benefit to business persons in Tajikistan. It also contributed to promotion of regional cooperation. Another collaborative activity, collaboration with Japanese universities, is bringing benefit for Japanese university. It promotes dissemination of information on economy, society and culture of the Kyrgyz Republic to Japan.

As an impact of long-term operation of KRJC, currently four graduates of A course are working at KRJC as lecturer.

No negative impacts have been observed so far.



5-5 Sustainability

Sustainability is generally high although it is still necessary to strengthen financial foundation.

(1) Policy aspect

In policy aspect, sustainability is high.

The current policy paper “The National Sustainable Development Strategy” covers the policy up to the year 2017, therefore, the policy to promote market economy will continue for the near future. It is likely that the Ministry of Finance and Ministry of Education and Science continuously support operation of KRJC.

(2) Organizational aspect

Organizational sustainability is generally high.

The implementation and coordination capacity of KRJC is improving. A majority of activities are implemented by C/P and KRJC staff.

The status of KRJC as NPO will not be changed. Currently, KRJC is reviewing managerial system of two co-directors. This may slightly affect the administrative system of KRJC on procedural matters but the overall operation KRJC will not be changed.

(3) Financial aspect

Financial sustainability is gradually strengthening but further improvement is still necessary.

Annual income of KRJC is increasing and the ratio of KRJC revenue in total expenditure is also improving. In spite of increase of annual income and the ratio of KRJC revenue in total expenditure, it is still far from full financial independency. KRJC is trying to increase its revenue through expanding profitable activities such as C course and collaboration with Japanese universities. Although it is necessary to find revenue sources, it should be noted that raising tuition of A course may affect the number of applicants.

(4) Technical aspect

Technical sustainability is high in general.

KRJC staff are stably placed during this phase. They are able to conduct their duty on their own although assistance from Japanese experts is still necessary. In business course, the role of local lecturers is getting more important. The capacity of most local lecturers is improving but Japanese assistance is still necessary. It is observed that some lecturers are still a little dependent on Japanese experts.

Knowledge and skill transferred by Japanese experts are utilized by KRJC staff. Successful graduates are utilizing knowledge and skills acquired during business courses. As a kind of assets during business courses implemented for a long-time, many graduates exchange information and suggestions through G-club network.

Activities are likely to continue based on the Mid-term Operation Plan after the completion of the



Project period.

Equipment provided is well maintained. One KRJC staff, IT specialist, is in charge of maintenance of equipment.

(5) Promoting and inhibiting factors of sustainability

Some promoting factors for further sustainability can be pointed out. One is continuous capacity development of KRJC staff and stable allocation of them. Fair and effective personnel system to maintain their motivation is important. Another factor is solid financial foundation. In addition, maintenance of stable number of applicants for business courses will be promoting factor. For this, constant review of business courses to meet market demand is essential. To offer courses with Japanese characteristics and advantages may help attract business persons.

One inhibiting factor for sustainability would be discontinuation of support by KNU and ministries.

6 Conclusions

Activities were implemented almost as planned. Indicators of Output and Project Purpose are being achieved in general. Achievement of Overall Goal is expected to some extent but there is still some concern. Sustainability is generally high although it is still necessary to strengthen financial foundation.

As mentioned above, there are some issues to be improved, however, the Project Purpose is likely to be achieved. Therefore, it is concluded that the Project be completed in March 2015 as planned.

7 Recommendations and Lessons Learned

7-1 Recommendations

Based on the results of the terminal evaluation, the following recommendations are presented as activities to be conducted for the remaining period of the project and after the project completion.

Recommendations for the remaining period of the project

Continuous capacity development of KRJC staff

As the capacity development of KRJC is one of important component of the Project, it is recommended that the Project continuously strengthen the capacity of KRJC staff. In addition to OJT, it is considered effective to review and improve management system and tools such as work manuals and approval sheet by the end of the Project.

Recommendations for a longer-term

Continuous improvement of business course

As an organization of business human resource development, it is essential to offer attractive courses. There are some organizations that offers similar business courses and there is a declining tendency in number of applicants of A course. KRJC should continuously review and revise the curriculum and course contents to make the courses attractive for business persons, incorporating Japanese



experiences.

Strengthening of financial foundation

It is necessary to further strengthen financial basis of KRJC through increased implementation of activities that increase KRJC's own revenue. For example, consultation services for companies and activities in collaboration with Japanese universities are expected to be implemented more actively.

Strengthening activities of collaboration with Japanese universities

As mentioned above, activities with Japanese universities are currently one of income sources of KRJC. In addition, collaboration with Japanese universities have benefit to Japanese universities and students. In this viewpoint, it is recommendable to expand activities with Japanese universities as a part of activities to contribute to improvement relations between the Kyrgyz Republic and Japan.

Support for business course graduates

It is necessary to provide support for business course graduates. Possible activities are; follow-up training, information provision, and facilitation of business matching. It is reported that graduates in managerial position sometimes have difficulties in finding personnel such as technician and administrative clerk, therefore, it may be useful to provide information on personnel in collaboration with other organizations of vocational training or human resource development. Also as many graduates find useful information through fellow graduates, it is recommendable to promote alumni network, G-club.

Collaboration with KNU

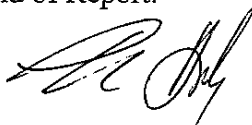
It is recommendable to strengthen relations with KNU. It would be beneficial for both KNU and KRJC to have joint activities in collaboration, for example, sending KRJC lecturer to MBA course at KNU. To implement collaborative activities, it is necessary to have close communications between KNU and KRJC.

7-2 Lessons Learned

Importance of "management tools" for a long-term project

At KRJC, management tools, such as work manual and approval sheet, facilitate smooth management of the project. By developing and continuously updating these management tools, KRJC has been reviewing and improving management system in three phases. This kind of management tools are especially important for a project implemented for a long time because with these management tools, it is possible to leave record of management, and newly allocated personnel, Japanese or local, can trace the long-term project progress.

End of Report.



Annex 1. Evaluation Grid: Project for Capacity Development of Business Persons through Kyrgyz Republic-Japan Center for Human Development

Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results
	Main questions	Sub-questions (Indicators)		
Input	Inputs levels and achievement	Kyrgyz side	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Throughout the Project period, twelve permanent staff, including Co-Director (C/P), Senior Manager, and two Business Course Manager are assigned to KRJC as well as three part-time staff members. The salary of five permanent staff members and one part-time staff member is financed by KRJC's own revenue (NPO budget). For details, see Annex 4. Cost for salary of some KRJC staff members and materials were born by KRJC budget. For details, see Annex 8. Office space, seminar rooms and necessary facilities are offered by KNU inside its campus and utility charges for KRJC facilities are born by KNU. Three long-term experts and seven short-term experts were dispatched. Two experts were not dispatched as planned due to illness. A total of 24 dispatches of short-term experts were implemented. For details, see Annex 5. KRJC implements collaboration with JOCV in mutual understanding activities. Training in Japan was conducted for eight KRJC staff members and 22 Business Course participants. For details, see Annex 6. Equipment such as computers and printing machines were provided as planned. For details, see Annex 7. Necessary cost was disbursed as planned. For details, see Annex 8.
		* Are C/P being assigned as planned?		
		* Are budget and materials being provided as planned?		
		Japanese side	Project reports, Questionnaire, Interview	
		* Are experts dispatched as scheduled?		
		* Is C/P training conducted in Japan as planned?		
		* Is equipment supplied as planned?		
* Is local cost born as planned?				
Activities	Achievement level of activities	Is project being implemented as planned?	Project reports, Questionnaire, Interview	*Activities were implemented as planned based on PDM and PO.
Outputs	Extent to which Output 1 is achieved. Sustainable organizational and managerial mechanism implemented by KRJC staff is established.	1-1 The JICA's expenditure for the Project operation will be 40%* by the end of the Project. *KNU's contribution is not included in the total amount of the project operation cost.	Project reports, Questionnaire, Interview	*Annual revenue of KRJC is approximately US\$110,000 in fiscal 2013 and US\$150,000 in fiscal 2014 respectively. The ratio of expenditures by JICA in total KRJC expenditure is 32% in 2014. For details, see Annex 8.
		1-2 Organizational function chart is formulated and updated periodically by KRJC staff.	Project reports, Questionnaire, Interview	*Organizational function chart is formulated and updated by KRJC staff. For the latest organizational function chart, see Annex 9.
		1-3 KRJC staff are able to prepare the annual implementation plan with budget plan, and to implement it.	Project reports, Questionnaire, Interview	*Annual implementation plan and budget plan are formulated with the initiative of Kyrgyz side Co-Director and Senior Manager.
		1-4 KRJC staff are able to prepare the activity report semi-annually.	Project reports, Questionnaire, Interview	*Semi-annual activity reports are formulated with the initiative of Kyrgyz side Co-Director and Senior Manager.
		1-5 KRJC staff are able to prepare the financial statement according to each activity and include it in the activity report.	Project reports, Questionnaire, Interview	*Financial statements are formulated and included in the activity report with the initiative of Kyrgyz side Co-Director and Senior Manager.
		1-6 The annual activity report and the annual implementation plan are approved in JCC annually.	Project reports, Questionnaire, Interview	*The annual activity report and the annual implementation plan are approved at JCC every year. The documents for JCC are prepared by KRJC staff under the leadership of Co-Director and Senior Manager.

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results
	Main questions	Sub-questions (Indicators)		
1. Project Achievements	Extent to which Output 2 is achieved. KRJC's function as a training center for business persons is strengthened.	1-7 KRJC staff are able to conduct planning, implementation and management by more independence by the end of the Project.	Project reports, Questionnaire, Interview	• A variety of activities are planned and implemented with the initiative of Kyrgyz staff, including A Course and thematic seminars. Corporate course (C course) for Gazprom Nefl Asia (petroleum corporation) was conducted by local lectures.
		1-8 The KRJC mid-term management plan (5 years) with KRJC's mission, policy and major activities is compiled by the end of the Project.	Project reports, Questionnaire, Interview	• The Mid-term Operation Plan of KRJC was formulated, incorporating comments and suggestions by local staff. The Mid-term Plan was presented to JCC held in May 2015. The Plan is scheduled to be approved during the Terminal Evaluation.
		Are there any other achievements resulted from activities of Output 1?	Project reports, Questionnaire, Interview	• Personnel management system at KRJC is organized. The performance of Kyrgyz side staff is reviewed twice a year based on the evaluation sheet. The targeted level of performance is evaluated and necessary suggestions are provided. It is evaluated that the majority of KRJC staff members improved their capacity.
		2-1 Number of participants exceeds 85% of each course capacity and average satisfactory rate of participants exceeds 70%.	Project reports, Questionnaire, Interview	• The ratio of participants against capacity of A course (70) is; Round 13:90%, Round 14:90%, Round 15:64%, Round 17:77% • About half of the participants are women. • The satisfaction rate based on the final evaluation of each A course is ; Round 13:87%, Round 14:91%, Round 15 74%, Round 17:737% For details, see Table 2-1.
		2-2 Number of the practical benefits from courses reported by ex-participants such as business-establishment, career-up, improvement of management in the firm etc.	Project reports, Questionnaire, Interview	• According to the survey conducted by the Project, a substantial ratio of participants reported that they have benefited from courses. For details, see Table 2-2.
		2-3 Number of developed lecturers (including part-timers) who are able to conduct lectures by themselves exceeds 2 persons each in 4 main subjects such as Business Planning, Marketing, Production and Quality Management, and Human Resource Management.	Project reports, Questionnaire, Interview	• There are three local lecturers for business planning, three for marketing, two for PQM, and two for HRM (as of July 2015). For details, see Annex 10.
		2-4 Share of teaching time by Kyrgyz lecturers constantly increase.	Project reports, Questionnaire, Interview	• More lectures are conducted by Kyrgyz lecturers. • The share of teaching time by local lecturers increased from 70% in Round 13 to 76% in Round 17. For details, see Table 2-4. • A majority of C course are mainly conducted by Japanese lecturers but some C courses such as those for Gazprom and Barkad are conducted by local lecturers. • The lectures in business course in collaboration with UCA in Tajikistan held in May to June in 2014 were entirely conducted by Kyrgyz side lecturers.
		2-5 The system to develop and update curriculums and materials periodically is established.	Project reports, Questionnaire, Interview	• Curriculum and materials are reviewed and updated periodically incorporating feedback of participants;
		2-6 KRJC staff are able to conduct planning, implementation, and management of business course with more independence by the end of the Project.	Project reports, Questionnaire, Interview	• A majority part of business courses are planned and implemented by KRJC staff with support by Japanese experts. • The comprehensive planning and management of KRJC courses are implemented by KRJC staff. For the details of courses conducted, see Annex 11.
		2-7 Database of ex-participants and alumni members are periodically updated and utilized.	Project reports, Questionnaire, Interview	• The data-base of ex-participants is updated twice a year after each mini MBA course. It is being frequently utilized for announcement dissemination through e-mail listed in the database.
2-8 Follow-up activities for ex-participants and alumni members are conducted more than 6 times a year.	Project reports, Questionnaire, Interview	• A total of seven follow-up activities were held in 2013, six follow-up activities in 2014, and six in 2015. For details, see Table 2-8, • In addition, information sharing is provided through Facebook, newsletters, library news, and other information tools. • KRJC ex-participants are invited to place booths on KRJC events and to take part in the opening and closing ceremonies of A course. Also KRJC provides a special stand at the reception for ex-participants' promotional materials, such as leaflets.		

Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results
	Main questions	Sub-questions (Indicators)		
		2-9 Type and number of networking activities and concrete collaboration programs with various organizations in the field of human development of business personnel.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> A mini MBA course was conducted in Dushambe, Tajikistan, in cooperation with University of Central Asia in May to July 2014. KRJC participated in Sarton Weekend event (global initiative to support entrepreneurs) as one of the general partners in Karakol and Bishkek held in April 2014. KRJC tried to have collaboration with UNDP to jointly support the Project for Livelihood Improvement in Tajik-Afghan Cross-border Areas (LITACA). After many discussions between UNDP and KRJC, unfortunately they did not reach an agreement on terms of specific collaborative activity, then the collaboration was not realized. KRJC tried to facilitate graduates to start up business through business matching with financial organizations. With this aim, KRJC invited two financial organizations, i.e., Bai-Tushum (micro-finance agency) and KICB (large commercial bank) to business plan presentation of A course in 2013. However, specific business matching was not realized. This is because financing agencies do not want to take risk in investing business "beginner" and the interest rate offered was not very attractive for A course participants.
		Are there any other achievements resulted from activities of Output 2?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> IT course for deaf people was continuously held at KRJC. Three of deaf ex-participants of the course (before this phase) is now conducting IT course as one of lecturers.
Project Purpose	Extent to which the Project Purpose is achieved. Sustainable institutional mechanism and functions are established at KRJC as a center of human resource development in Kyrgyz Republic.	1) Feasible management plan with personnel plan and budget plan is formulated with the initiative of the Kyrgyz side by the end of the Project.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The KRJC management plan including budget and personnel plan is formulated every year with active participation of Kyrgyz staff. The Kyrgyz Co-Director made presentation on activity report and financial report of the previous fiscal year as well as that of the next fiscal year at JCC held in 2014 and 2015.
		2) KRJC mid-term management plan (5 years) is formulated with the initiative of the Kyrgyz side by the end of the Project.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The Mid-term Operation Plan was formulated, incorporating opinions and suggestions by the Kyrgyz staff and discussed at JCC in May 2015.
		3) Networking and cooperation activities with domestic and international organizations, firms and personnel are developed constantly by KRJC as a major human development center of the business personnel in Kyrgyz Republic.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> KRJC is planning to conduct business course in Tajikistan in collaboration with UCA in 2015, following the course successfully held in 2014. It is reported that the course held in 2014 was a good training opportunity for business persons as there is not many business courses provided in Tajikistan. KRJC conducted collaborative activities with Japanese universities. For example, seminars on problem-solving skills and Kyrgyz economic situations were conducted to students of University of Nagoya, and seminars on Russian and Kyrgyz language as well as cultural understanding were given to University of Tsukuba. The university activities enhance mutual understanding between the Kyrgyz Republic and Japan. The activity is also beneficial to KRJC as income sources.
Overall Goal	Extent to which Overall goal will be achieved three to five years after the project termination. KRJC becomes a core center to produce trained business personnel to help developing the market oriented economy in Kyrgyz Republic.	The number of graduates who actively work in the private sector exceeds 100 annually.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The number of participants of A course exceeds 100 every year (Table 2-1). In each course, however, only about 70% of the participants successfully complete the course. According to interview with KRJC lecturers and graduates, most of the graduates actively working in business field and 10% to 50% of all graduates the ratio of graduates who successfully develop their career or expand their business may be 10% to 50% of all the graduates. This is quite similar to the results of e-mail questionnaire conducted by the Project two months after the completion of each course (Table 2-2). The major reason of drop-out of participants is, according to interview, that many participants have their own work and sometimes it is difficult for them to attend the course. Preparing business plan is especially challenging for them.
		How is the evaluation and/or recognition toward business course at KRJC among related stakeholders and by the general public?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> A majority of ex-participants interviewed know KRJC long before they actually applied for the course. Some of them applied for the course because the course was recommended by their friends. There are business course graduates at organizations that offer similar training courses (BPN, CCI) and these graduates also highly evaluates KRJC business courses. Japanese-style management is highly evaluated in general among Kyrgyz business associations, for example, Youth Entrepreneurs Association. The Project is conducting promotion activities through various media including TV and internet. For details of public relation activities, see Annex 12.

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results		
	Main questions	Sub-questions (Indicators)				
2. Project implementation process	Project management system	Project management system	Is project management system functioning appropriately?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The project management system is working properly in general. It is reported that review and re-clarification of job description helped management system function smoothly. In this phase, approval sheet is introduced in KRJC management. With this sheet, the process of planning, decision-making, and approval was clearly recorded, which helped grasping and reviewing the project progress. In addition, since the previous phase, work manuals have been compiled and updated for each position. Management of activities of Japanese language and mutual understanding was transferred to Japan Foundation in the beginning of this Phase. Collaboration with JF is appropriately functioning at the time of the Terminal Evaluation. 	
						Monitoring process
		<ul style="list-style-type: none"> Project progress is managed based on PDM and reviewed among stakeholders at JCC. PDM is shared among all the C/P and KRJC staff. They refer to PDM to implement their duty when necessary. Some data for the Terminal Evaluation were compiled by KRJC staff. 				
	Communication	Communication among project team and with related organizations	How Japanese experts are transferring their knowledge and techniques to the Kyrgyz C/Ps?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Japanese experts provide fundamentals on practical topics including business planning, documentation, communications, and approach to customers, and on the fundamentals, local lecturers are developing their capacity. As Kyrgyz lecturers and other staff have improved their capacity to some extent, Japanese experts provide support when necessary. In conducting courses, in general, Japanese experts provide information on Japanese-style management and Kyrgyz lecturers teach how to adapt it into actual Kyrgyz business context. Communications with Japanese experts and Kyrgyz C/P and staff are good. 	
			How is the communication among stakeholders?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Communications among KRJC staff are good. KRJC keep communications with business course graduates through Facebook, internet, and newsletters. The alumni network of business course is called G-club and has membership of 700 graduates. Communications with KNU have been generally smooth since the Kyrgyz side Co-Director has been allocated throughout the project period and played an important role to facilitate the communications between KNU and KRJC. KRJC share information with related organizations such as CCI and other development agencies. KRJC disseminate information through various public relations activities. 	
			How project stakeholders are conducting communications with related organizations such as CCI and development agencies?		<ul style="list-style-type: none"> KRJC share information with related organizations such as CCI and other development agencies. KRJC disseminate information through various public relations activities. 	
	C/Ps' recognition of the project	C/P's ownership of the project	How KRJC staff is involved in the project's decision-making?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> KRJC staff members are implementing Project activities with their own initiative. They are actively involved in formulation of annual budget plan and activity plan as well as decision-making concerning project implementation.. 	
			How is the involvement and commitment of related organizations such as KNU, Ministry of Finance, and Ministry of Education and Science?		<ul style="list-style-type: none"> Ministry of Finance and Ministry of education and Science attend JCC. Even if they do not attend, information presented at JCC is sent to the ministries to share the Project progress. 	
			Is C/P's involvement in the project activities changing? If so, how?		<ul style="list-style-type: none"> Compared to the start of KRJC project phase 1, KRJC staff members are more actively involved in the project implementation. This can be attributed to the strengthened management system of KRJC and enhanced capacity of KRJC staff. 	
	Recognition and participation of the target group in the project	Involvement of the target group (KRJC staff, professionals in private sectors, entrepreneurs) or beneficiaries in the project	How is the target group (KRJC staff, professionals in private sectors, entrepreneurs) involved in the project?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> KRJC staff members are actively involved with the project implementation. Their level of involvement, as well as their capacity, has been improving since the start of KRJC. Professionals in private sectors and entrepreneurs are involved with the project as participants of business course. Most of them are participating the courses actively although some participants do not have clear motivation. 	

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results	
	Main questions	Sub-questions (Indicators)			
3. Relevance	Raison d'etre of the project	Consistency with needs of target area and society	Is the project in accordance with the needs of target area and society?	Policy paper, Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> It is essential to develop human resources to promote business sectors in the Kyrgyz Republic.
		Consistency with needs of target group (KRJC staff, professionals in private sectors, entrepreneurs)	Are the target group benefited from the result of the project?	Project reports and questionnaire, Interview	<ul style="list-style-type: none"> Although several universities offer MBA course, business courses provided by KRJC are practical and the training period of mini MBA course is short, which means people already working in private business sector can easily participate.
		Socio-economic change	Are there any majorsocio-economic changes affecting the needs of KRJC?	Policy paper and related documents, Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Joining Eurasian Economic Union (EEU) of the Kyrgyz Republic (signed in December 2014) may be a big change in Kyrgyz economy in the future. It may be a new opportunity for some businesses while some businesses may be negatively affected. The economic situation in the Kyrgyz Republic is not very active, which may affect the number of applicants of KRJC
	Priority	Consistency with Kyrgyz development policy	Is the project consistent with Kyrgyz's development policy?	Policy paper, Questionnaire, Interview	<ul style="list-style-type: none"> In the National Sustainable Development Strategy for the Kyrgyz Republic (202-2017), importance is placed on private sector development. Promotion of investment and development of Small and Medium Enterprise are among major strategies.
		Consistency with Japanese development policy	Is the project consistent with Japan's policies and priorities in assistance to Kyrgyz?	Japanese ODA policy paper	<ul style="list-style-type: none"> In Japanese ODA policy toward the Kyrgyz Republic, there are two priority areas; Priority one is maintenance of transportation infrastructure and improvement of regional disparities, and Priority two is restructuring of social infrastructure. Under the Priority one, promotion of business and investment is included.
	Appropriateness of intervention	Appropriateness of Project Purpose, Outputs and selection of target group	Has the project taken the appropriate planning process?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> After the completion of Phase 2, this phase of the Project was formulated with more focus on business human resources development, incorporating the needs of private sector promotion. At the planning stage, project design was formulated with importance placed on enhancing capacity and sustainability of KRJC with the possibility of termination of Japanese support at the end of the phase. With this Project design, the capacity of KRJC C/P and staff was improved as well as institutional capacity of KRJC as a result.
			Is the project appropriately designed to achieve the Project Purpose?		<ul style="list-style-type: none"> Two components, i.e., strengthening of KRJC organization itself and improvement of KRJC's function as business training center are designed to achieve the Project Purpose. Both components are important to achieve the Project Purpose.
			Does Japan have comparative advantage to cooperate in this field? If yes, in which specific area?		<ul style="list-style-type: none"> Japan has rich experiences of private business management, and Japanese management, including PQM, HRM, and communication, is highly evaluated in the Kyrgyz Republic. Incorporating Japanese experiences in designing business courses and training in Japan is appropriate.
			Is the selection of beneficiaries reasonable?		<ul style="list-style-type: none"> As the focus of the Project is placed on capacity development of business persons, it is only natural to define business persons as target group. Another component of the Project is to strengthen organizational capacity of KRJC, therefore including KRJC staff members and lecturers in target group is essential.
	Achievements of the Project Purpose	Extent to which the Project Purpose is achieved.	Is Project Purpose likely to be achieved?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The targets of Verifiable Indicators of Project Purpose are being achieved.
How is the Initiative of Kyrgyz CPs and stakeholders in achieving Project Purpose?			Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The capacity and commitment of Kyrgyz side staff is improving during the project and the Project Purpose was achieved with the initiative of Kyrgyz side C/P and staff. They are actively involved in formulation of the Mid-term Operation Plan and activities in collaboration with related organizations 	
Factors promoting the achievement of Project Purpose		Are there any promoting factors in achieving Project Purpose?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> KRJC staff are stably placed in their position during this phase. KRJC established fair and effective personnel evaluation system and the performance of KRJC staff is regularly reviewed. Activities to produce profit (KRJC's own revenue) such as C course and collaborating activities with Japanese university are beneficial to strengthen financial foundation of KRJC. 	

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results
	Main questions	Sub-questions (Indicators)		
Effectiveness		Factors inhibiting the achievement of Project Purpose Are there any inhibiting factors in achieving Project Purpose? Is yes, what kind of mitigation measures are taken?		<ul style="list-style-type: none"> Decreasing tendency of applicants of A course. This may be partly because some organizations are providing business courses similar to those of KRJC. Course contents are constantly reviewed to meet the demands of business persons in private sector. Also promotion of business courses is conducted.
	Causality of Outputs and Project Purpose	Sufficiency of Outputs Are Outputs sufficiently and appropriately designed to achieve Project Purpose?	Project reports, Questionnaire, Interview	Two components are essential and sufficient to achieve the Project Purpose.
		Important Assumptions from Output to Project Purpose Are there any Important Assumptions existing in order to achieve Project Purpose?	Project reports, Questionnaire, Interview	Change of legal status of KRJC
5. Efficiency	Extent to which Outputs are delivered	Achievement level of Output Is Output 1 likely to be achieved?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Indicators for Output 1 are almost achieved. The capacity of Kyrgyz staff is improved.
		Is Output 2 likely to be achieved?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> As for the indicator 2-1, the target has not been achieved since Round 15. It is considered that this is because the Kyrgyz economy is a bit stagnated recently and market for business courses is getting saturated. Remaining Indicators are almost achieved.
		What outputs are produced through activities for business courses in Tajikistan?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Business persons in Tajikistan were benefited from the course. Also the capacity of Kyrgyz side staff and lecturers was improved. KRJC established collaborative relations with UCA and is planning conduct business courses in Tajikistan continuously.
		Are there any outputs other than those described in PDM?	Project reports, Questionnaire, Interview	Activities in collaboration with Japanese universities. It brought about diversification of KRJC activities and profit as well as benefit to Japanese universities.
		Factors promoting the achievement of Outputs Are there any promoting factors in achieving Outputs?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Improved capacity of Kyrgyz side staff through OJT. Clarified job description and effective staff performance review system. Appropriate support by Japanese expert
		Factors inhibiting the achievement of Outputs Are there any inhibiting factors in achieving Outputs? Is yes, what kind of mitigation measures are taken?		Difficulty with communications among stakeholders.
	Causality between Inputs and Outputs	Appropriateness of Activities Are current activities sufficiently designed to produce Outputs? Are there any activities implemented in addition to those described in PDM?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Necessary activities are designed to achieve Output. Business courses in Tajikistan and collaboration with Japanese universities. Both are conducted successfully and bring benefit.
		Appropriateness of Inputs Are Inputs appropriate to produce Outputs?		Sufficient inputs are planned to produce Output.
		Sufficiency of Important Assumptions to achieve Outputs Are there any Important Assumptions existing in order to achieve Outputs?	Project reports, Questionnaire, Interview	Nothing special
	Timeliness, quality and quantity of Inputs	Appropriateness of Inputs Are Japanese experts' number, dispatched timing and expertise appropriate?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Japanese experts were dispatched appropriately. Two experts were not dispatched as planned because of illness. However, other experts and KRJC staff implemented activities flexibly and planned activities were completed. Most experts have high standard of expertise and conducted technical transfer successfully although it is reported that a few experts had some difficulties in implementing effective technical transfer.
Are the equipment's specification, selection, quantity and delivery timing appropriate?			Appropriate equipment was supplied and fully utilized. According to interview, KRJC's equipment such as computers and furniture is one of attractive points for applicants and participants.	

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results	
	Main questions	Sub-questions (Indicators)			
6. Impact			Are C/P training program's timing, quantity and contents appropriate?	<ul style="list-style-type: none"> As for business course, four participants in each Round were selected for training in Japan based on criteria defined at KRJC. In addition, some KRJC staff members were sent to Japan for trainer's training. According to interview to the participants and KRJC staff, training in Japan was very useful. Visit to Japanese companies was a good opportunity to observe the real business in Japan and discussions with Japanese manager was inspiring. Furthermore, they learned punctuality, communications, and Japanese culture. The participants are adapting what they learned in Japan into their business or daily work at KRJC. 	
			Are amount and disbursement timing of local cost appropriate?		<ul style="list-style-type: none"> Local cost support by JICA was appropriately disbursed as well as KRJC budget.
			Are there any Inputs not appropriately utilized?		<ul style="list-style-type: none"> Nothing special
			Are C/Ps sufficiently and appropriately placed?		<ul style="list-style-type: none"> KRJC staff were appropriately allocated to implement all the activities at KRJC.
			Are the quality, timeliness and size of the facilities and equipment offered by KRJC appropriate?		<ul style="list-style-type: none"> The space for office and seminar rooms is sufficient to implement activities.
			Is the budget for project activities by KRJC appropriately and timely disbursed?		<ul style="list-style-type: none"> The budget by KRJC revenue was appropriately and timely disbursed.
	Achievement of Overall Goal (expected)	Extent to which Overall Goal is achieved	Is Overall Goal likely to be achieved?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> At the time of the Terminal Evaluation, the number of participants enrolled in A Course exceeds 100, the target, every year. Approximately 70% of the participants completed the course. According to the interview at the time of the Terminal Evaluation, among business course graduates (A, B, and C courses put together), it is probable that 100 graduates are actively working annually. Some of graduates become quite successful in their career or business. There is a prospect that more ex-graduates will be active and successful in business in near future, but to evaluate the achievement of Overall Goal precisely, it is necessary to conduct a detailed tracer survey of graduates with clear definition of "actively working". At the time of the Terminal Evaluation, it is not certain if the target level of Overall Goal will be achieved in a few years. The recognition and reputation of KRJC is quite high, according to interview with ex-participants and related organizations.
			Factors promoting the achievement of Overall Goal	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Follow-up and consultancy services for graduates Communications and information sharing among graduates to facilitate their business
		Factors inhibiting the achievement of Overall Goal	Are there any inhibiting factors in achieving Overall Goal? Is yes, what kind of mitigation measures are taken?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Lack of motivation of graduate themselves Business environment such as availability of fund and human resources to be hired by the company of graduates
		Causality between Project Purpose and Overall Goal	Appropriateness of project logic	Is there a wide gap between Project Purpose and Overall Goal? Can Overall Goal be achieved within 3 to 5 years after project completion?	Project reports, Questionnaire, Interview
	Sufficiency of Important Assumptions from Project Purpose to Overall Goal	Is it likely that Kyrgyz's policy towards market economy changes?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> It is likely that Kyrgyz's policy to promote market economy will not change. 	
		Have socio-economic or cultural conditions not been changed?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Although the general tendency toward market economy is not changed., there are some changes in economic environment., for example, joining EEU, which may affect some enterprises in the Kyrgyz Republic. 	

Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results	
	Main questions	Sub-questions (Indicators)			
	Extending effects	Unintended positive impacts	Are there any impacts on the performance of the company to which the participants belong? If any, what impacts?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> According to the questionnaire survey conducted by the Project, some graduates started and/or expand their businesses. Company executives interviewed during the Terminal Evaluation reported that their sales have increased by three to four times since the start of their business and this is partly because that they acquired business skills at KRJC. Some executives interviewed hired personnel on the recommendations made by fellow graduates. They also reported that they often get information and suggestion useful for their business from their fellow alumni through G-club network.
			Are there any positive impacts towards policy, law, system, gender, human rights, technology, society, culture and target group?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Unintended positive impacts are produced through activities in collaboration with related organizations that were conducted as a part of component to strengthen the function of KRJC. Business course in Tajikistan conducted in collaboration with UCA produced benefit to business persons in Tajikistan. It also contributed to promotion of regional cooperation. Another collaborative activity, collaboration with Japanese universities, is bringing benefit for Japanese university. It promotes dissemination of information on economy, society and culture of the Kyrgyz Republic to Japan. As an impact of long-term operation of KRJC, currently four graduates of A course are working at KRJC as lecturer.
		Unintended negative impacts	Are there any negative impacts towards policy, law, system, gender, human rights, technology, society, culture and target group? Have any measures been taken to mitigate negative impacts?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> No negative impact on Kyrgyz society through project activities has been observed. N/A
7. Sustainability	Policy sustainability	Policy support	Will policy support from Kyrgyz government towards operation of KRJC continue?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The policy to promote market economy will not be changed. Therefore, it is likely that the Ministry of Finance and Ministry of Education and Science continuously support operation of KRJC.
	Organizational sustainability	KRJC's organizational capacity	Is KRJC's implementation and coordination capacity improving?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> It is improving. A majority of activities are implemented by C/P and KRJC staff.
			Is the status of KRJC clearly positioned in related laws and regulations?		<ul style="list-style-type: none"> The status of KRJC as NPO will not be changed.
			Is there any possibility of change in organizational and managerial system in KRJC?		<ul style="list-style-type: none"> The status of KRJC as NPO will not be changed. Currently, KRJC is reviewing managerial system of two co-directors. This may slightly affect the administrative system of KRJC on procedural matters but the overall operation KRJC will not be changed.
Financial sustainability	Stability of KRJC's annual income	How is the transition of KRJC annual income ?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Annual income of KRJC is increasing and the ratio of KRJC revenue in total expenditure is also improving. 	
		Is KRJC's budget sufficient to sustain project effects?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> In spite of increase of annual income and the ratio of KRJC revenue in total expenditure, it is still far from complete financial independency. 	
		Is there any specific plan at related governmental agencies to ensure that the budget to continuously operate KRJC after the completion of the Project period?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> KRJC is trying to increase its revenue through expanding profitable activities like C course and collaboration with Japanese universities. Raising tuition of A course may affect the number of applicants. 	
Technical sustainability	Extent to which knowledge and techniques transferred from Japanese experts are fixed and extended to other staff at KRJC and other related stakeholders	Are C/P and other KRJC staff stably placed?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> KRJC staff are stably placed during this phase. They are able to conduct their duty on their own although assistance from Japanese experts is still necessary. In business course, the role of local lecturers is getting more important. The capacity of most local lecturers is improving but Japanese assistance is still necessary. It is observed that some lecturers are still a little dependent on Japanese experts. Knowledge and skill transferred by Japanese experts are utilized by KRJC staff. 	
		Are knowledge and techniques transferred from Japanese experts effectively utilized at KRJC?		<ul style="list-style-type: none"> Successful graduates are utilizing knowledge and skills acquired during business courses. 	
		Are knowledge and techniques acquired at KRJC effectively utilized by KRJC graduates?		<ul style="list-style-type: none"> As a kind of assets during business courses, many graduates exchange information and suggestions through G-club network. 	

Evaluation Criteria	Evaluation Questions		Data needed/Data source	Results	
	Main questions	Sub-questions (Indicators)			
		Will activities supported by the project continue?		• Activities are likely continue based on the Mid-term Operation Plan.	
		Are facilities and equipment well maintained?		• Equipment is well maintained. One KRJC staff, IT specialist, is in charge of maintenance of equipment.	
	Promoting and inhibiting factors of sustainability	Promoting and inhibiting factors to sustain project effects	What is the promoting factors to sustain project effects?	Project reports, Questionnaire, Interview	• Continuous capacity development of KRJC staff and stable allocation of them. Fair and effective personnel system to maintain their motivation is important.
			What are inhibiting factors to sustain project effects?		• Solid financial foundation. • Maintenance of stable applicants. Review of business courses to meet market demand. To offer courses with Japanese characteristics and advantages • Discontinuation of support by KNU and ministries

Annex 2. Project Design Matrix

Project Title : Project for Capacity Development of Business Persons through Kyrgyz Republic-Japan Center for Human Development

Duration: From April, 2013 to March, 2016 (3 years)

Target groups: :Business persons in the private sector, and KRJC staff members and its lecturers.

as of 18th December, 2013

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal: KRJC becomes a core center to produce trained business personnel to help developing the market oriented economy in Kyrgyz Republic.</p>	<p>The number of graduates who actively work in the private sector exceeds XX annually.**</p>	<ul style="list-style-type: none"> •KRJC Activities' Reports •KRJC's Database Information •Monitoring Survey (Questionnaire Survey, Sampling Interview) 	<p>Political condition of the Kyrgyz Republic is stable.</p>
<p>Project Purpose: Sustainable institutional mechanism and functions are established at KRJC as a center of human resource development in Kyrgyz Republic.</p>	<ol style="list-style-type: none"> 1) Feasible management plan with personnel plan and budget plan is formulated with the initiative of the Kyrgyz side by the end of the Project. 2) KRJC mid-term management plan (5 years) is formulated with the initiative of the Kyrgyz side by the end of the Project. 3) Networking and cooperation activities with domestic and international organizations, firms and personels are developed constantly by KRJC as a major human development center of the business personnel in Kyrgyz Republic. 	<ul style="list-style-type: none"> •Project Records •KRJC Activities' Reports •KRJC's Database Information •KRJC's Mid-Term Management Plan (5 Years) 	<p>The Government of the Kyrgyz Republic maintains the current policy to promote market economy.</p>
<p>Output: 1 Sustainable organizational and managerial mechanism implemented by KRJC staff is established.</p>	<ol style="list-style-type: none"> 1-1 The JICA's expenditure for the Project operation will be reduced XX% by the end of the Project.** 1-2 Organizational function chart is formulated and updated periodically by KRJC staff. 1-3 KRJC staff are able to prepare the annual implementation plan with budget plan, and to implement it. 1-4 KRJC staff are able to prepare the activity report semi-annually. 1-5 KRJC staff are able to prepare the financial statement according to each activity and include it in the activity report. 1-6 The annual activity report and the annual implementation plan are approved in JCC annually. 1-7 KRJC staff are able to conduct planning, implementation and management by more independence by the end of the Project. 1-8 The KRJC mid-term management plan (5 years) with KRJC's mission, policy and major activities is compiled by the end of the Project. 	<ul style="list-style-type: none"> • Project records • KRJC Activities' Reports • Organization Chart (Annually) • Annual Management and Budget plan • Monitoring Reports with Financial Statements (Semi-Annual) • Minutes of JCC • KRJC's Mid-Term Management Plan (5 Years) 	
<p>2 KRJC's function as a training center for business persons is strengthened.</p>	<p>[Planning and Management of Business Course]</p> <ol style="list-style-type: none"> 2-1 Numebr of participants exceeds XX% of each course capacity, and average satisfactory rate of participantces exceeds XX%.** 2-2 Number of the practical benefits from courses reported by ex-particioants such as business-establishment, career-up, improvement of management in the firm etc. 2-3 Number of developed lecturers (including part-timers) exceeds XX persons in XX subjects.** 2-4 Share of teaching time by Kyrgyz lecturers constantly increase. 2-5 The system to develop and update curriculams and materials periodically is established. 2-6 KRJC staff are able to conduct planning, implementation, and management of business course with more independence by the end of the Project. <p>[Networking of business persons, and cooperation with releavnt organizations]</p> <ol style="list-style-type: none"> 2-7 Database of ex-participants and alumni members are periodically updated and utilised. 2-8 Follow-up activities for ex-particioants and alumni members are conducted regularly. 2-9 Type and number of networking activities and concrete collaboration programs with various organizations in he field of human development of business personnel. 	<ul style="list-style-type: none"> • Project Records • KRJC Activities' Reports • Questionair Survey at the End of the Courses • KRJC's Database Information • Monitoring Survey (Questionnaire Survey, Sampling Interview) • Updated or developed caricullam and materials 	

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>Activities:</p> <p>1. Sustainable organizational and managerial mechanism implemented by KRJC staff is established.</p> <p>2-1 (Sustainability Plan) Formulate both placement plan, and development/training (skill up) programs necessary for the KRJC staffs to manage KRJC with more independence.</p> <p>2-2 Formulate an organizational function chart that clearly describes TORs, management authorities and responsibilities of each KRJC staffs and Japanese experts, based on 2-1, and update them periodically.</p> <p>2-3 Prepare annual management plan and budget plan (including the measurement to increase profits) and implement them.</p> <p>2-4 Conduct periodical monitoring of the KRJC activities based on KRJC annual management plan, and summarise in the activity report (semi-annually).</p> <p>2-5 Consolidate the financial statement according to each activity and summarise in the activity report mentioned in 2-4.</p> <p>2-6 Report the annual activity report and the coming year's management plan at the annual JCC meeting.</p> <p>2-7 Discuss and plan KRJC's mission, policy and major activities in management and implementation and to integrate them into KRJC mid-term management plan (5 years after the Project's completion).</p> <p>2. KRJC's function as a training center for business personnel is strengthened.</p> <p>[Planning and Management of Business Course]</p> <p>1-1 Formulate an annual implementation plan for the business course with personnel placement plan and budget plan.</p> <p>1-2 Develop a human resource development plan for the business course management and the implementation of the courses (lecturers)</p> <p>1-3 Update and develop the curriculum and materials for business course periodically.</p> <p>1-4 Develop local trainers (lecturers) (Training including OJT, trainings in Japan, TOT etc.)</p> <p>1-5 Conduct periodical needs survey in human resource development in the business sector.</p> <p>1-6 Transfer the responsibility of planning, implementation and management of the business courses to KRJC staff.</p> <p>[Networking of business personnel, and cooperation with relevant organizations]</p> <p>1-7 Manage, maintain and update information of graduates as well as G-Club members on KRJC database.</p> <p>1-8 Conduct follow-up activities for graduates and support G-Club's activities.</p> <p>1-9 Promote networkings and collaborated projects with other organizations in the field of human resource development of business people.</p>	<p>Inputs:</p> <p>[By Japanese side]</p> <p>1. Experts 1) Long-Term Experts Chief Advisor/ Coordinator 2) Short-Term Experts Business Course manager, Lecturers (Experts on specific fields in usiness management)</p> <p>2. Training in Japan</p> <p>3. Necessary equipment for the Project</p> <p>4. Necessary expenses</p>	<p>Inputs:</p> <p>[By Kyrgyz side]</p> <p>1. Counterpart 1) Co-Director 2) KRJC Staff</p> <p>2. Space and facilities necessary for the Project and maintenance fee</p> <p>3. Other items necessary for the Project activities</p>	<p>Precondition: Spaces and facilities necessary for the Project activities are secured by the Government of the Kyrgyz Republic.</p>

* Japanese language course will be supported by "JF Seminar" organized by Japan Foundation sometime in JFY2013. The Project continues to provide necessary input for both of the course and the activities before the transfer. The overall management of KRJC will be continuously conducted by the Project.

** Some of the target numbers of indicators will be decided during the initial 6 months of the Project.

Annex 3. Plan of Operation

Date: 18 December 2013

Project Title: Project for Capacity Development of Business Persons through Kyrgyz Republic-Japan Center for Human Development

Project Activities	2013												2014												2015												2016											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
<p>1. Sustainable organizational and managerial mechanism implemented by KRJC staff is established.</p> <p>1-1 (Sustainability Plan) Formulate both placement plan, and development/training (skill up) programs necessary for KRJC staffs to manage KRJC with more independence.</p> <p>1-2 Formulate an organizational function chart that clearly describes TORs, management authorities and responsibilities of each KRJC staff and Japanese experts, based on 2-1, and update them periodically.</p> <p>1-3 Prepare annual MP and budget plan (including the measurement to increase profits) and implement them.</p> <p>1-4 Conduct periodical monitoring of the KRJC activities based on KRJC annual MP, and summerise in AR (semi-annually).</p> <p>1-5 Consolidate the financial statement according to each activity and summerise in AR.</p> <p>1-6 Report the annual AR and the coming year's MP at the annual JCC meeting.</p> <p>1-7 Discuss and plan KRJC's mission, policy and major activities in management and implementation and to integrate them into KRJC mid-term MP (5 years after the Project's completion).</p>																																																
<p>2. KRJC's function as a training center for business personnel is strengthened.</p> <p>【Planning and Management of Business Course】</p> <p>2-1 Formulate an annual implementation plan for BC with personnel placement plan and budget plan.</p> <p>2-2 Develop a human resource development plan for BC management and the implementation (lecturers).</p> <p>2-3 Update and develop the caricullam and materials for BC periodically.</p> <p>2-4 Develop local trainers (lecturers).</p> <p>2-5 Conduct periodical needs survey in human resource development in the business sector.</p> <p>2-6 Transfer the responsibility of planning, implementation and management of BC to KRJC staff.</p> <p><i>(BC A Course Implementation)</i></p> <p>【Networking of business personnel, and cooperation with releavnt organizations】</p> <p>2-7 Manage, maintain and update information of graduates as well as G-Club members on KRJC database.</p> <p>2-8 Conduct follow-up activities for graduates and support G-Club's activities.</p> <p>2-9 Promote networkings and collaborated projects with other organizations in the field of human resource development of business people.</p>																																																

Abbreviation
 AR: Activity Report
 BC: Business Course
 JCC: Joint Coordination Committee
 KRJC: Kyrgyz-Republic Japan Center
 MP: Management Plan

Annex 4. Allocation of C/Ps and Staff of KRJC (since Phase 2)

Those allocated during this phase

Position	Contents	Name	Date of Employment	Date of Retirement	2008		2009		2010		2011		2012		2013		2014		2015		
					4	7	10	1	4	7	10	1	4	7	10	1	4	7	10	1	4
Co-Director		Kaspi KOLBAEV	2013.10.02																		
Co-Director		Temir DJUMAKADYROV	2011.05.19	2013.08.15																	Payment from Public Fund KRJC (NPO)
Co-Director		Asker SHEKEOV	2007.04.13	2011.04.15																	
Senior manager	HRM, PR, banking, supervision of NPO, translation	Oksana SAGDEEVA	2004.07.15																		Payment from JICA Project budget
Manager	Administration Department	Kairat KARCHYGAEV	2007.04.01																		Payment from JICA Project budget
Administration staff	NPO accountancy	Elmira SAGYHOVA	2008.07.01																		Payment from Japan Foundation budget
Manager	Mutual Understanding Department	Kanykei DJORUPBEKOVA	2009.03.10																		Payment from Japan Foundation budget
Administration staff	Librarian	Janna AKYLBAEVA	2005.09.12																		Payment from Japan Foundation budget
Manager	Mutual Understanding Department	Venera kzy MELISBEK	2008.06.01	2010.03.20																	
Chief manager	Administration Department	Munarbek JUMANALIEV	2004.10.17	2011.10.12																	
Administration staff	HP, Reception	Bermet ASANBAEVA	2004.04.12	2008.08.20																	
Administration staff	Librarian	Akbermet NURMANBETOVA	2006.08.04	2009.03.20																	
Administration staff	Driver	Mars KOCHKOV	2004.03.1	2012.04.16																	
Administration staff	HP, IT maintenance	Aleksandr ALEKSEEV	2009.11.03																		
Administration staff	Security, Reception lunch time (12:30-14:00) and night time (17:00-20:00)	Jarkyn TOKTKADYROV	2008.04.21																		Payment from JICA Project budget
Administration staff	Driver	Sergei STOK	2012.05.12																		Payment from Public Fund KRJC (NPO)
Part-time staff	Reception day-time (8:30-17:00)	Jyldyz SARYBAEVA	2015.02.02																		Payment from Public Fund KRJC (NPO)
Part-time staff	Reception day-time (8:30-17:00)	Nurlla KASYMALIEVA	2014.07.29	2015.01.28																	Payment from Public Fund KRJC (NPO)
Part-time staff	Reception day-time (8:30-17:00)	Jyldyz SARYBAEVA	2014.03.26	2014.08.01																	
Part-time staff	Reception day-time (8:30-17:00)	Jyldyz BAKEEVA	2013.07.25	2014.03.28																	
Part-time staff	Reception day-time (8:30-17:00)	Janara kzy DROZBEK	2013.01.28	2013.07.27																	
Part-time staff	Reception day-time (8:30-17:00)	Aibike DOORANOVA	2012.06.25	2012.12.31																	
Part-time staff	Reception day-time (8:30-17:00)	Arizat USEMBAEVA	2012.01.04	2012.06.30																	
Part-time staff	Reception day-time (8:30-17:00)	Nurkal kzy KALKOZHIO	2010.02.26	2011.12.28																	
Part-time staff	Reception (18:00-21:00)	Azat ATAHANOV	2009.05.1	2010.07.01																	
Part-time staff	Reception (18:00-21:00)	Sergey MAGAY	2004.10.11	2009.04.20																	
Part-time staff	Librarian	Jyldyzai ABDURAIMOVA	2012.09.03	2013.03.31																	
Part-time staff	Administration assistant	Aljan ASHIMBEKOVA	2012.09.10	2014.01.31																	
Part-time staff	Cleaning	Larisa POGORELOVA	2004.04.01																		Payment from Public Fund KRJC (NPO)
Part-time staff	Cleaning	Narina NIROSHIKOVA	2004.03.30																		Payment from Public Fund KRJC (NPO)
Manager	Business course management	Daniyar USENOV	2011.7.20																		Payment from JICA Project budget
Manager	Business course management	Aknazbek SARTYBAEV	2011.7.25																		Payment from JICA Project budget
Manager	Business course management	Nazira KENJEEVA	2008.10.13	2011.10.19																	
Manager	Business course management	Tamara TASHBAEVA	2006.01.10	2009.09.01																	
Manager	Business course management	Oksana JUKOVA	2007.09.01	2008.10.01																	
Manager	Japanese language course management	Akylal KARYBEKOVA	2009.09.01	2011.12.23																	
Administration staff	Japanese language course assistant	Nazgul KULOVA	2008.07.01	2010.03.08																	
Manager	Japanese language course management, Full time lecturer	Ajlan SARKUEVA	2009.04.01																		Payment from Japan Foundation budget
Assistant manager	Japanese language course management, Full time lecturer	Ana GOLDYBAEVA	2008.09.01																		Payment from Japan Foundation budget

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Annex 5. List of Japanese Experts Dispatched

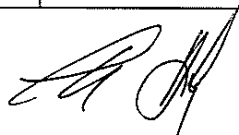
As of July 2015

Long-term Experts

	Name	Assignment	Period
1	Muneo Takasaka	Co-Director	Apr. 12, 2013 - Mar. 31, 2016
2	Naoko Nishikawa	Coordinator	May. 27, 2013 - June. 23, 2015
3	Emiko Hamada	Coordinator	Jun. 16, 2015 - Mar. 31, 2016

Short-term Experts

Business Course (included IT and human resources development)			
No	Name	Assignment	Period
1	Hiroshi Togo	Business Course Management	Apr. 29, 2013 - Aug. 1, 2013 Sep 22, 2013 - Dec. 29, 2013
2	Shigeru Teramura	Marketing	Apr. 17, 2013 - May 30, 2013
			Sep. 13, 2013 - Nov. 11, 2013
			Apr. 16, 2014 - Jun. 7, 2014
		Business Course Management	Jun. 30, 2014 - Aug. 9, 2014
		Business Course Management/Marketing	Sep. 22, 2014 - Dec. 28, 2014 Apr. 12, 2015 - Aug. 1, 2015 Seb. 13, 2015 - Dec. 26, 2015
3	Katsuei Morobashi	Production and Quality Management	May. 4, 2014 - Jun. 1, 2014
			Oct. 26, 2014 - Nov. 23, 2014
4	Takao Hayashi	Organization and Human Resource Management	Jun. 9, 2013 - Jul. 13, 2013
			Nov. 20, 2013 - Dec. 24, 2013
			May. 21, 2014 - Jun. 18, 2014
			Nov. 16, 2014 - Dec. 10, 2014
			May. 11, 2015 - Jun. 10, 2015 Oct. 11, 2015 - Nov. 8, 2015
5	Kunihiro Konishi	Business Course Management	Apr. 16, 2014 - May. 23, 2014
6	Tetsuro Fukuyama	Production and Quality Management	May 17, 2013 - Jun. 23, 2013
			Oct. 21, 2013 - Nov. 24, 2013
			May. 4, 2015 - Jun. 3, 2015
			Oct. 4, 2015 - Nov. 1, 2015
7	Kuniaki Kato	Financial management	Jun. 22, 2015 - Jul. 30, 2015
			Oct. 16, 2015 - Dec. 6, 2015




Annex 6. List of Participants of Training in Japan (C/Ps, Staff and Project-related People)

As of July 2015

Topics	Target Group	Name	No.	Period	Duration (days)
Trainer's Training of Japan Center Lecturers	Lecturers at Kyrgyz Republic-Japan Center for Human Development	Ms. Alymkulova Alina	4	Jan. 19, 2014 - Jan. 31, 2014	12
		Ms. Saule Mambetalieva			
		Mr. Yrysbek Bekembaev			
		Mr. Daniyar Usenov			
Practical Business Management Course for Central Asia	Business owners & Managers, Kyrgyz Republic-Japan Center for Human Development	Mr. TE Andrei	10	Mar. 4, 2014 - Mar. 14, 2014	10
		Ms. ISHMUKHMAMEDOVA Aliia			
		Ms. KADYRALIEVA Asel			
		Mr. TURBATOV Azat			
		Ms. ASYLBEKOVA Lira			
		Mr. KHUSAINOV Nurzat			
		Ms. DYIKANBAEVA Bermet			
		Mr. ZAITSEV Stanislav			
		Mr. KOLBAEV Kanat (C/P)			
Mr. SARTBAEV Almazbek (C/P)					
Trainer's Training of Japan Center Lecturers	Lecturers at Kyrgyz Republic-Japan Center for Human Development	Ms. ABDRAIMOVA Nargiza	4	Jan. 26, 2015 - Feb. 7, 2015	12
		Mr. ITIBAEV Kairat			
		Ms. MARGOLIS Svetlana			
		Ms. SHULGINA Liudmila			
Practical Business Management Course for Central Asia	Business owners & Managers, Kyrgyz Republic-Japan Center for Human Development	Mr. BARYKIN Vitalii	9	Mar. 2, 2015 - Mar. 14, 2015	12
		Mr. BEISHEMBIEV Olzhas			
		Ms. TSOI Veronika			
		Mr. DOLODIIAROV Rysbek			
		Ms. BASOVA Kseniia			
		Mr. AMIRAEV Zakir			
		Ms. KANYBEKOVA Cholponai			
		Ms. BEKENOVA Elgiza			
Mr. ALEKSEEV Aleksandr					
Total			27		

Annex 7. List of Machinery and Equipment Provided by the Japanese Side

(1) List of Equipment carried by Experts (Purchased in Japan)

FY 2013

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
-	-	-				-

FY 2014

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
-	-	-				-

FY 2015

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
-	-	-				-
Total					\$0	

(2) List of Equipment (Purchased in the Kyrgyz Republic)

FY 2013

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
-	-	-	-	-	-	-

FY 2014

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
1	2014/08/19	Multifunctional (Copy, Print, Scan) machine - Konica Minolta Bizhub C224e	\$4,791	1	\$4,791	A2 (Business, Mutual Understanding dpt.) * Actual payment : KGS 249,611
2	2015/02/12	Laptop personal computer- HP Probook 450G2 i5-4210	\$715	10	\$7,150	A1 (Admin dpt.) * Actual payment : KGS 372,680
3	2015/2/18	Multifunctional (Copy, Black-white Print, Scan) machine - HP A8P79A Laser Jet Pro MFP M521dn	\$1,333	1	\$1,333	A1 (Admin dpt.) * Actual payment : KGS 69,455.45
4	2015/2/18	Inner Finisher for Konica Minolta A2YUWY1FS-533	\$1,003	1	\$1,003	A1 (Admin dpt.) * Actual payment : KGS 52,242.57

FY 2015

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
1						
2						
3						
4						
5						
Total					\$14,277	

(3) List of Equipment requested/provided by A4 (Purchased in the Kyrgyz Republic)

FY 2013

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
1						
2						
3						
4						
5						

FY 2014

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
1	2015/03/24	Generator, AKSA APD 110 kVA	\$25,800	1	\$25,800	Backside of the 7th Building (outside) * Actual payment : KGS 1,635,720
2						
3						
4						
5						

FY 2015

No.	Shipment Date	Name of item	Unit Price	Qty	Total Amount	Location
1						
2						
3						
4						
5						
Total					\$25,800	

Annex 8. Revenue and Expenditure of KRJC

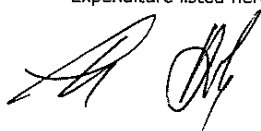
(US\$)

JFY (Japanese Fiscal Year)	2013	2014	Total
Annual Budget			
Expenditure covered by the Japanese Side (a)	\$ 157,700	\$ 83,825	\$ 241,525
1. Salary and social expenses	\$ 89,670	\$ 42,512	\$ 132,182
2. General expenses	\$ 63,873	\$ 36,024	\$ 99,896
3. Travel expenses	\$ 4,157	\$ 5,289	\$ 9,446
4. Conference expenses	\$ 0	\$ 0	\$ 0
Expenditure covered by KRJC revenue	\$ 66,998	\$ 130,250	\$ 197,248
1. Salary	\$ 42,375	\$ 58,850	\$ 101,225
2. Expendable office supplies	\$ 350	\$ 5,035	\$ 5,385
3. General expenses	\$ 23,296	\$ 56,276	\$ 79,572
4. Others (Facility renovation, etc.)	\$ 977	\$ 10,089	\$ 11,066
Expenditure covered by JF	\$ 28,998	\$ 43,037	\$ 72,034
Total Expenditure (b)	\$ 253,696	\$ 257,111	\$ 510,807
Ratio of JICA's expenditure in the total expenditure (a/b)	62.2%	32.6%	47.3%
KRJC own revenue * (c)			
Total Revenue	\$ 111,967	\$ 146,492	\$ 258,459
1. Business Courses	\$ 64,427	\$ 78,845	\$ 143,272
2. Japanese Language Courses	\$ 22,826	\$ 20,385	\$ 43,210
3. Other Course Fee	\$ 4,154	\$ 31,341	\$ 35,495
4. Membership fee and Other Service Charges**	\$ 2,941	\$ 1,116	\$ 4,056
5. Others (Space rental, etc.)	\$ 17,620	\$ 14,805	\$ 32,425
Ratio of KRJC own revenue in the total expenditure (%) (=c/b)	44.1%	57.0%	50.6%
KRJC Saving	\$254,164	\$261,720	-

(Note) * KRJC started to charge and collect tuition fee in September 2005 after receiving a status of NPO.

** Membership is for utilization and rental of KRJC resources such as books with a fee of 500 KGS per annum.

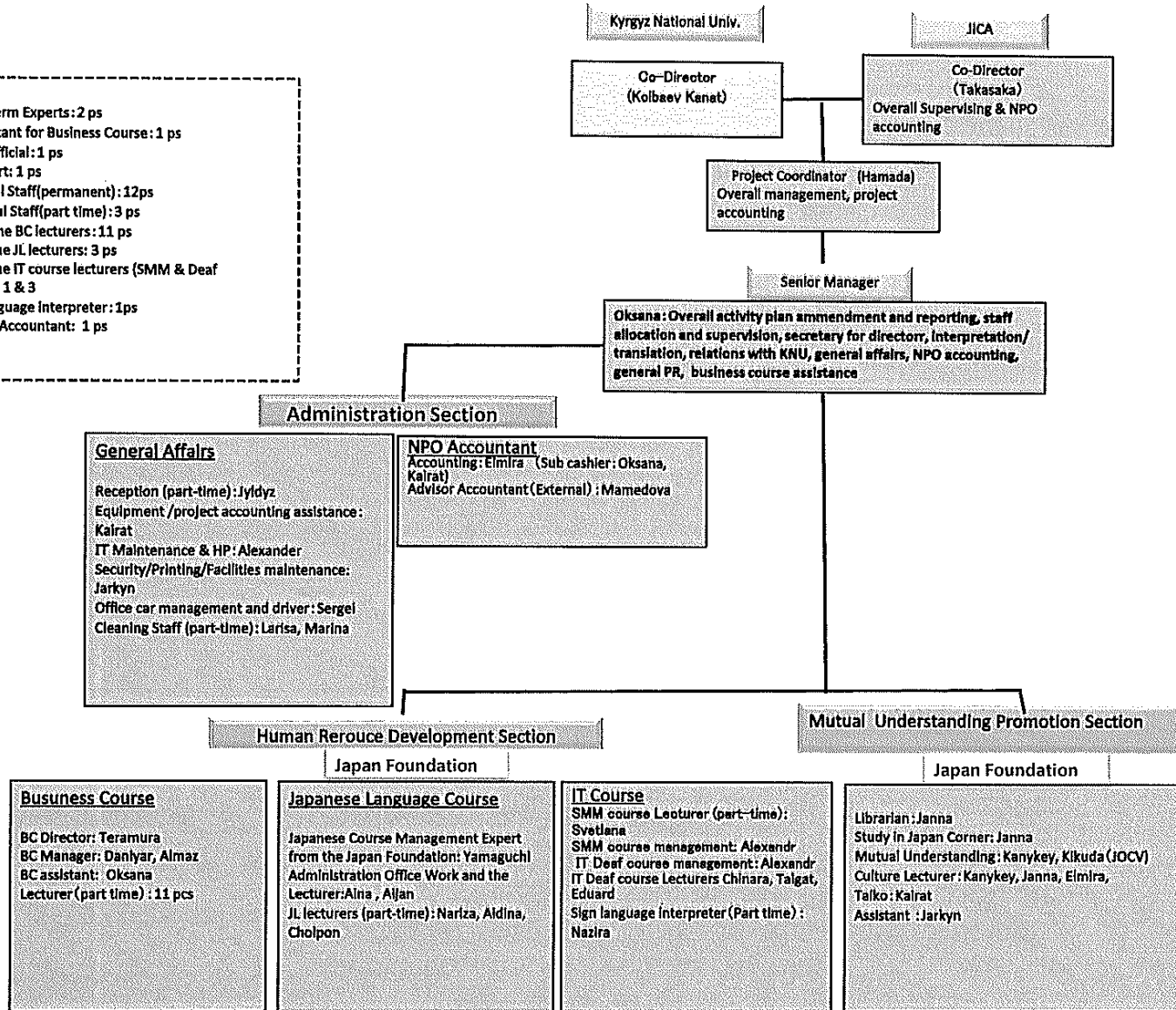
*** Expenditure listed here does not include the utility cost and the space rental cost covered by the Kyrgyz side.




Annex 9. Organization Chart of the Kyrgyz Republic-Japan Center for Human Development (KRJC)

As of July 31, 2015

- (1) Long-term Experts: 2 ps
- (2) Consultant for Business Course: 1 ps
- (3) KNU Official: 1 ps
- (4) JF expert: 1 ps
- (5) National Staff(permanent): 12ps
- (5) National Staff(part time): 3 ps
- (6) Part time BC lecturers: 11 ps
- (7) Part time JL lecturers: 3 ps
- (8) Part time IT course lecturers (SMM & Deaf course): 1 & 3
- Sign language interpreter: 1ps
- (9) Advisor Accountant: 1 ps



Annex 10. List of Local Lecturers in Business Courses (2013 April~2015 July)

As of July 2015

No	Name of the Lecturer	Course Type	Subject in charge
1	PAKIROV Ilyaz	A,C	Business Planning & Individual Consultations
2	ABDRAIMOVA Nargiza	A,C	Business Law
3	SHULGINA Lyudmila	A,C	Basic and Managerial Accounting
4	ADILHANOVA Larisa	A,C	Financial Management
5	TALAIBEK Bolot	A	Financial Management & Individual Consultation
6	DJUNUSHEV Mirlan	A	Taxation
7	MARGOLIS Svetlana	A,C	Social Media Marketing
8	SAGYNBAEVA Ainura	A,C	Marketing
9	MAMYTOV Ulukman	A,C	Marketing
10	KURENKEEV Aibek	A	Marketing
11	PARPIEVA Aida	A,C	Human Resource Management
12	BARYKIN Vitaliy	A,C	Human Resource Management & PQM (observer)
13	ALYBEKOVA Gulzat	A	Production and Quality Management
14	KOICHUEVA Meerim	A	Business Planning Consultations
15	ITIBAEV Kairat	A,C	Business Planning Consultations

List of ex-lecturers

1	NASYROV Almaz	A,C	Business Planning&Individual Consul.
2	URMANBETOVA Syrga	A,C	Basic and Managerial Accounting
3	MAICHIEV Shamara	A	Business Law
4	AKHMATOVA Gulnara	A	Labor Law
5	MAMBETALIEVA Saule	A	HRM (observer)
6	ALYMKULOVA Alina	A	Marketing (observer)
7	PODGORNAYA Larisa	A,C	HRM
8	BEKEMBAEV Ryspek	A	PQM
9	IGNATOVA Marina	A	Taxation
10	DUBOVIKOVA Marina	A,C	PQM




Annex 11. Implementation Results of Business Courses

As of July 2015

<FY2013>

1. A Course : Practical Business Management (Mini MBA) Course (Round 13) Apr.2013-July 2013

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
1. Business Plan (1) Lecture	2013/04/19~04/23	A. Nasyrov, H.Togo	Total number 63 (completed by 44 pers.)	14000 som	3 days (18 hours)
2. Marketing and Marketing Analysis	2013/04/24~05/03	Shigeru Teramura (local lecturers: Ainoura O. Sagynbaeva, Ulukman Mamytov)			7 days (42 hours)
3. Labor Law	2013/5/7	G.Ahmatova			1 day (6 hours)
4. Business Law	2013/5/8	Shamaral Maichiev			1 day (6 hours)
5. Business Plan (2) Consultation (30min.)	2013/05/10~05/13	Almaz Nasyrov, Merim Koichueva			3 days (30 minutes consultation for each participant)
6. Computer skills	2013/5/14	Aleksandr Alekseev			1 day (6 hours)
7. Basic Accounting	2013/05/15~05/20	S.Urmambetova			4 days (24 hours)
8. Production and Quality Management (PQM)	2013/05/21~05/28	Tetsuo Fukuyama (local lecturer: Marina Dubovikova)			6 days (36 hours)
9. Business Math	2013/5/30	Buras Boljiev			1 day (6 hours)
10. Taxation	2013/5/31	Marina Ignatova			1 day (6 hours)
11. Managerial Accounting	2013/06/03~06/10	S.Urmambetova			6 days (36 hours)
12. Human Resource Management (HRM)	2013/06/11~06/17	T.Hayashi (local lecturer: Larisa Podgornaya)			5 days (30 hours)
13. Financial Analysis	2013/06/18~06/26	Larisa Adilkhanova			7 days (42 hours)
14. Business Plan (3) Consultation (30min.X2)	2013/06/28~07/06	Almaz Nasyrov, Merim Koichueva			8 days (60 minutes consultation for each participant)

2. C Course: Management Improvement Course

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
Hospitality	2013/05/14~05/17; 2013/05/21~05/24	Shigeru Teramura, (local lecturer Ainoura Sagynbaeva)	165	US\$4,000	Manas International Airport: US\$100/hr
CRM, Strategy on Kyrgyz market	2013/5/26	Shigeru Teramura, Hiroshi Togo	23		Aurora Resort: US\$100/hr
PQM, TQM, TPS, Kaizen, KSF	2013/06/06~06/12	Tetsuo Fukuyama	12	US\$1,500	Megacom: US\$100/hr
Business Process Reengineering	2013/06/17~06/19	Tetsuo Fukuyama	6	US\$800	Vecherniy Bishkek: US\$100/hr

3. Seminar

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
Seminar "Business promotion in internet"	2013/03/04~03/06	S.Margolis	13	1850 som	Duration: 9 hours
Seminar "Business promotion in internet"	2013/04/22~04/25	S.Margolis	13	1850 som	Duration: 12 hours
Individual Tutorial on marketing	2013/05/22, 05/23, 05,27	Shigeru Teramura	11	1000 som	1 hour in average for each participant
Seminar "Business promotion in internet"	2013/05/27~05/30	S.Margolis	9	1850 som	Duration: 12 hours
Individual Tutorial on PQM	2013/6/20	Tetsuo Fukuyama	2	1000 som	1 hour for each participant
Strategic leadership	2013/07/08~07/09	Takao Hayashi	3	900 som	Duration: 3 hours

1. A Course : Practical Business Management (Mini MBA) Course (Round 14) Sep.2013-Dec.2013

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
1. Business Plan (1) Lecture	2013/09/30~10/01	A. Nasyrov, H.Togo	Total number 63 (completed by 46 pers.)	18000 som	3 days (18 hours)
2. Marketing and Marketing Analysis	2013/10/03~10/11	Shigeru Teramura (local lecturers: Ainoura O. Sagynbaeva, Ulukman Mamytov)			7 days (42 hours)
3. Social Media Marketing	2013/10/14	Svetlana Margolis			1 day (6 hours)
4. Labor Law	2013/10/16	Gulnara Ahmatova			1 day (6 hours)
5. Business Plan (2) Consultation (30min.)	2013/10/17~10/19	Almaz Nasyrov, Merim Koichueva, Kairat Itibaev			4 days (30 min. for each participant)
6. Basic Accounting	2013/10/21~10/24	S. Urmambetova			4 days (24 hours)
7. Managerial Accounting	2013/10/25~11/1	S. Urmambetova			6 days (36 hours)
8. Production and Quality Management (PQM)	2013/11/04~11/12	Tetsuo Fukuyama (local lecturers: Marina Dubovikova, Rysbek Bekembaev)			6 days (36 hours)
9. Taxation	2013/10/13	Marina Ignatova			1 day (6 hours)
10. Business Law	2013/10/14	Shamaral Maichiev			1 day (6 hours)
11. Financial Analysis	2013/11/18~11/26	Larisa Adilkhanova			7 days (42 hours)
12. Human Resource Management (HRM)	2013/11/27~12/03	Takao Hayashi (local lecturer: Larisa Podgornaya)			5 days (30 hours)
13. Business Plan (3) Consultation (30min.X2)	2013/12/04~12/13	Almaz Nasyrov, Merim Koichueva, Kairat Itibaev			9 days (60 min. to each participant)

2. C Course: Management Improvement Course

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
Hospitality management (2)	2013/10/22~11/01	Shigeru Teramura, Ainoura Sagynbaeva	131	US\$4,000	Manas International Airport : US\$100/hr

Branding	2013/09/30~10/02	Shigeru Teramura	15	US\$1,500	Air company "Kyrgyzstan": US\$100/hr
HRM	2013/12/10~12/13	Takao Hayashi	15	US\$1,200	Barkad: US\$100/hr

3. Seminar

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
1. Executive course: Marketing	2013/11/4~11/6	Shigeru Teramura	10	7000 som	Duration: 3 days (12 hours)
2. Executive course: PQM	2013/11/13~11/15	Tetsuo Fukuyama	10	7000 som	Duration: 3 days (12 hours)
3. Executive course: HRM	2013/11/22~11/26	Takao Hayashi	8	7000 som	Duration: 3 days (12 hours)

<FY2014>

1. A Course : Practical Business Management (Mini MBA) Course (Round 15) Apr.2014-July 2014

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
1. Business Plan (1) Lecture	2014/04/18~04/22	Almaz Nasyrov, Hiroshi Togo	Total number 46 (completed by 32 pers.)	18000 som	3 days (18 hours)
2. Marketing and Marketing Analysis	2014/04/23~05/2	Shigeru Teramura (local lecturers: Ainoura Sagynbaeva, Ulukman Mamytov)			7 days (42 hours)
3. Social Media Marketing	2014/5/7	Svetlana Margolis			1 day (6 hours)
4. Business Law	2014/5/8	Shamaral Maichiev			1 day (6 hours)
5. Labor Law	2014/5/12	Gulnara Ahmatova			1 day (6 hours)
6. Taxation	2014/05/13~05/14	M.Ignatova			2 days (12 hours)
7. Business Plan (2) Consultation (30min.)	2014/05/15~05/17	Almaz Nasyrov, Merim Koichueva, Kairat Itibaev			3 days (30 min. to each participant)
8. Production and Quality Management (PQM)	2014/05/19~05/26	Katsuei Morohashi (local lecturers: Marina Dubovikova, Rysbek Bekembaev)			6 days (36 hours)
9. Basic Accounting	2014/05/27~05/30	Syrqa Urmambetova			4 days (24 hours)
10. Managerial Accounting	2014/06/02~06/09	Syrqa Urmambetova			6 days (36 hours)
11. Human Resource Management (HRM)	2014/06/10~06/16	Takao Hayashi (local lecturers: Larisa Podgornaya, Aida Parpieva)			5 days (30 hours)
12. Financial Analysis	2014/06/17~06/25	Larisa Adilkhanova			7 days (42 hours)
13. Business Plan (3) Consultation (30min.X2)	2014/06/27~07/5	Almaz Nasyrov, Merim Koichueva, Kairat Itibaev			8 days (60 min. to each participant)

2. C Course: Management Improvement Course

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
Financial Management: Part 1	2014/04/15~04/17	Larisa Adilkhanova	10	US\$600	Barkad : US\$100/hr

Basics of Banking Business: Marketing, Customer Service, Leadership and Motivation	2014/04/15~04/17; 2014/05/26~05/28	Shigeru Teramura, Ainoura Sagynbaeva	51	US\$4,000	Kompanion : US\$100/hr
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3. Seminar

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
1.UCA-KRJC Practical Business Management Course	2014/05/13~06/28	Almaz Nasyrov, Ulukman Mamytov, Larisa Podgornaya, Larisa Adilkhanova, Kurbonasen	45	US\$ 200	1,5 month course, it was conducted in Dushanbe
2. Executive course: Marketing	2014/05/14~05/16	Shigeru Teramura	9	7000 som	Duration: 3 days (12 hours)
3. Executive course: PQM	2014/05/28~05/30	Katsuei Morohashi	14	7000 som	Duration: 3 days (12 hours)
4. Executive course: HRM	2014/06/04~06/06	Takao Hayashi	12	7000 som	Duration: 3 days (12 hours)

1. A Course : Practical Business Management (Mini MBA) Course (Round 16) Sep.2014-Dec 2014

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
1. Business Plan (1) Lecture	2014/09/29~10/01	Almaz Nasyrov, Shigeru Teramura	Total number 46 (completed by 32 pers.)	18000 som	3 days (18 hours)
2. Marketing and Marketing Analysis	2014/10/2~10/11	Shigeru Teramura (local lecturers:Ulukman Mamytov)			7 days (42 hours)
3. Social Media Marketing	2014/10/13~10/14	Svetlana Margolis			2 day (12 hours)
4. Business Plan (2) Consultation (30min.)	2014/10/15~10/17	Almaz Nasyrov, Merim Koichueva, Kairat Itibaev			3 days (30 min)
5. Basic Accounting	2014/10/20~10/23	Syrqa Urmambetova			4 days (24 hours)
6. Managerial Accounting	2014/10/24~10/31	Syrqa Urmambetova			6 days (36 hours)
7. Production and Quality Management (PQM)	2014/11/3~11/11	Katsuei Morohashi (local lecturers: Marina Dubovikova, Rysbek Bekembaev)			5 days (30 hours)
8. Taxation	2014/11/12	Mirlan Djunushev			1 day (6 hours)
9. Labor Law	2014/11/13	Gulnara Ahmatova			1 day (6 hours)
10. Business Law	2014/11/14	Shamaral Maichiev			1 day (6 hours)
11. Financial Analysis	2014/11/17~11/25	Larisa Adilkhanova			7 days (42 hours)
12. Human Resource Management (HRM)	2014/11/26~12/2	Takao Hayashi (local lecturers: Larisa Podgornaya, Aida Parpieva)			5 days (30 hours)
13. Business Plan (3) Consultation (30min.X2)	2014/12/3~12/12	Almaz Nasyrov, Merim Koichueva, Kairat Itibaev			8 days (60 min. to each participant)

2. C Course: Management Improvement Course

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
Branding and MBO	2014/10/21~10/24	Shigeru Teramura	16	US\$1,200	Integra : US\$100/hr

Blue Ocean Strategy	2014/11/17~11/21	Shigeru Teramura	12	US\$1,000	Barkad: US\$100/hr
Consultation on airline business	2014/12/14~12/16	Shigeru Teramura	3	US\$600	AirKg: US\$60/hr
Consultation on PQM and HRM	2014/11	Katsuei Morohashi, Takao Hayashi	7	US\$180	Participant of R16 A course: US\$90/2hr
Consultation on PQM	2014/11	Katsuei Morohashi	4	US\$90	Participant of R16 A course: US\$90/2hr
Corporate mini MBA	2014/12/14~04/30	Local lecturers: Kairat Itibaev, Svetlana Margolis, Lyudmila Shulgina, Larisa Adilkhanova, Marina Dubovikova, Nargiza Abdraimova, Aida Parpieva, Irina Aramyan	20	US\$6480	GazpromneftAsia: US\$90/hr

3. Seminar

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
1. Executive course: PQM	2014/11/13~11/15	Katsuei Morohashi	9	7000 som	Duration: 3 days (12 hours)
2. Executive course: HRM	2014/11/22~11/26	Takao Hayashi	6	7000 som	Duration: 3 days (12 hours)
3. Emotional Quality	2015/02/25~02/27	Aida Parpieva	20	7000 som	Duration: 3 days (9 hours)

<FY2015>

1. A Course : Practical Business Management (Mini MBA) Course (Round 17) Apr.2015-July 2015

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
1. Business Plan (1) Lecture	2015/04/20~04/22	Ilyaz Pakirov, Shigeru Teramura	Total number 53 (completed by 40 pers.)	Daytime group 18000 som Eveningtime group 20000 som	3 days (18 hours)
2. Marketing and Marketing Analysis	2015/04/23~05/7	Shigeru Teramura (local lecturers: Aibek Kurenkeev, Svetlana Margolis)			8 days (48 hours)
3. Business Plan (2) 1st Consultation (30min.)	2015/05/8~05/12	Ilyaz Pakirov, Bolot Taalaibek, Meerim Koichueva, Kairat Itibaev			2 days
4. Production and Quality Management (PQM)	2015/05/13~05/19	Tetsuo Fukuyama (local lecturers: Gulzat Alybekova, Vitaliy Barykin)			5 days (30 hours)
5. Human Resource Management (HRM)	2015/05/20~05/26	Takao Hayashi (local lecturers: Aida Parpieva, Larisa Podgornaya and Vitaliy Barakin)			5 days (30 hours)
6. Basic Accounting	2015/05/27~06/1	Lyudmila Shulgina			4 days (24 hours)
7. Managerial Accounting	2015/06/2~06/9	Lyudmila Shulgina			6 days (30 hours)
8. Business Plan (2) 2nd Consultation (30min)	2015/06/18~06/19	Ilyaz Pakirov, Bolot Taalaibek, Meerim Koichueva, Kairat Itibaev			2 days
9. Business Law	2015/06/22~06/23	Nargiza Abdraimova			2 days (6 hours)
10. Taxation	2015/06/24~06/25	Mirlan Djunushev			2 days (6 hours)

11. Financial Management	2015/06/29~07/7	Kuniaki Kato (local lecturers: Bolot Taalaibek and Larisa Adilkhanova)		7 days (42 hours)
12. Business Plan (2) Consultation (30min)	2015/07/8~07/09	Ilyaz Pakirov, Bolot Taalaibek, Meerim Koichueva, Kairat Itibaev		2 days

2. C Course: Management Improvement Course

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
Lean Banking	2015/05/12~05/13	Tetsuo Fukuyama	9	US\$600	Kompanion : US\$100/hr
Project Management	2015/07/8~07/10	Shigeru Teramura	16	US\$900	Integra : US\$100/hr
Financial Management	2015/07/27~07/29	Kuniaki Kato	16	US\$900	Integra : US\$100/hr

3. Seminar

Themes of the lectures	Period	Lecturer	Number of participants	Fee	Reference
2. Executive course: Sustainable Competitive Advantage in Marketing	2015/05/20~05/22	Shigeru Teramura	6	6000 som	Duration: 3 days (9 hours)
3. Executive course: Sustainable Competitive Advantage in PQM	2015/05/27~05/29	Tetsuo Fukuyama	6	6000 som	Duration: 3 days (9 hours)
4. Executive course: Sustainable Competitive Advantage in HRM	2014/06/03~06/05	Takao Hayashi	6	6000 som	Duration: 3 days (9 hours)

Annex 12. List of articles and TV/Radio Programs on the KRJC Activities (April 2013 – July 2015)

No.	Date	Media	Name	Title
1	01-4-13	Website news	dailynews.kz	Japan culture day has collected a full house in Almaty
2	04-4-13	Website news	100storon.ru	The mission of KRJC director is finished
3	04-4-13	Website news	ca-news.org	The mission of KRJC director is finished
4	04-4-13	Website news	namba.kg	The mission of KRJC director is finished
5	04-4-13	Website news	akipress.kg	The mission of KRJC director is finished
6	16-5-13	Website news	www.namba.kg	National Library of the KR was given japanese books
7	28-5-13	Website news	www.namba.kg	Bishkek to host festival of culture and friendship
8	28-5-13	Website news	www.for.kg	Bishkek to host festival of culture and friendship
9	28-5-13	Website news	www.kabar.kg	Bishkek to host festival of culture and friendship
10	29-5-13	Website news	www.knews.kg	Bishkek to host festival of culture and friendship
11	30-5-13	TV	5th Channel	Bishkek to host festival of culture and friendship. Interview with Mr. Takasaka /russ/19:31
12	30-5-13	TV	5th Channel	Bishkek to host festival of culture and friendship. Interview with Mr. Takasaka /kyr/21:00
13	03-6-13	Website news	www.airport.kg	JICA expert conducted courses for improvement quality of passenger service
14	04-6-13	Radio	www.azattyk.kg	Japan culture week at Bishkek Park
15	06-6-13	Website news	www.facebook.com	Japan culture week at Bishkek Park
16	07-6-13	Website news	www.facebook.com	Calendar Events of cultural exchange day
17	11-6-13	TV	NTS	Interview with Ms. Ishikawa JOCV&Kanykei at Bishkek Park/russ/19:30
18	11-6-13	TV	NTS	Interview with Ms. Ishikawa JOCV&Kanykei at Bishkek Park/kyr/21:00
19	12-6-13	Website news	www.kloop.kg	Japan culture week at Bishkek Park
20	12-6-13	Website news	www.facebook.com	Japan culture week at Bishkek Park
21	13-6-13	Website news	www.facebook.com	Japan culture week at Bishkek Park
22	13-6-13	TV	NTS	Interview with Ms. Ishikawa/JOCV/kyr/8:00
23	22-6-13	TV	NTS	Interview with Ms. Ishikawa/JOCV (repeat)/kyr/05:25
24	27-6-13	Website news	www.24.kg	Tanabata Festival
25	01-7-13	Website news	www.csa.kg	Tanabata Festival
26	01-7-13	Website news	www.24.kg	Tanabata Festival
27	01-7-13	Website news	www.kant.kg	Tanabata Festival
28	01-7-13	Website news	www.vb.kg	Tanabata Festival
29	01-7-13	Website news	www.inform.kg	Tanabata Festival
30	01-7-13	Website news	www.imhoart.uz	Tanabata Festival
31	01-7-13	Website news	www.edu24.kg	Tanabata Festival
32	01-7-13	Website news	www.asiamountains.net	Tanabata Festival
33	03-7-13	Website news	www.knews.kg	Tanabata Festival
34	03-7-13	Website news	www.kg.akipress.org	Tanabata Festival
35	03-7-13	Website news	www.ca-news.org	Tanabata Festival
36	03-7-13	Website news	www.100storon.ru	Tanabata Festival
37	03-7-13	Website news	www.news.namba.kg	Tanabata Festival
38	03-7-13	Website news	www.news.invest.kz	Tanabata Festival
39	04-7-13	Website news	www.msn.kg	Tanabata Festival
40	05-7-13	Website news	www.namba.kg	Tanabata Festival
41	06-7-13	Website news	www.kginform.com	Tanabata Festival
42	08-7-13	Website news	www.news-asia.ru	Tanabata Festival
43	11-7-13	Website news	www.facebook.com/manasairpo	Award ceremony
44	12-7-13	Website news	www.vb.kg	Hospitality courses for Manas Airport
45	01-8-13	Website news	www.storon.ru	Peace day
46	01-8-13	Website news	www.ca-news.org	Peace day
47	01-8-13	Website news	www.kg.akipress.org	Peace day
48	01-8-13	Website news	www.aif.kg	Peace day
49	02-8-13	Website news	www.knews.kg	Peace day
50	02-8-13	Website news	www.news.mail.ru	Peace day
51	06-8-13	Website news	www.news-asia.ru	Peace day
52	22-8-13	Website news	www.facebook.com/pages/Aikido-KG/208628175830678?ref=hl	Co- Director's interview
53	22-8-13	Website news	www.facebook.com	Co- Director's interview
54	23-8-13	Website news	www.kg.akipress.org	Co- Director's interview
55	23-8-13	Website news	www.ca-news.org	Co- Director's interview
56	23-8-13	Website news	www.news.lambler.ru	Co- Director's interview
57	18-9-13	Website news	www.newsfiber.com	Bon Festival
58	21-9-13	Website news	www.kabar.kg	Bon Festival
59	23-9-13	Website news	www.uaport.net	Bon Festival
60	23-9-13	Website news	www.ca-news.org	Bon Festival
61	23-9-13	Website news	www.24.kg	Bon Festival
62	23-9-13	Website news	www.kg.akipress.org	Bon Festival
63	23-9-13	Website news	www.vb.kg	Bon Festival
64	23-9-13	Website news	www.dancesport.by	Bon Festival

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65	23-9-13	Website news	www.tushtuk.kg	Bon Festival
66	23-9-13	Website news	www.donors.kg	Bon Festival
67	23-9-13	Website news	www.csa.kg	Bon Festival
68	23-9-13	Website news	www.100storon.ru	Bon Festival
69	23-9-13	Radio	Europa+	Bon Festival
70	28-9-13	Website news	www.kloop.kg	Bon Festival
71	28-9-13	Website news	www.tushtuk.kg	Bon Festival
72	29-9-13	TV	http://www.azattyk.org/media/video/25120988.html	Bon Festival (kyrg)
73	09-10-13	Website news	www.ppressa.tj	Workshop at KRJC
74	11-10-13	Website news	www.24kg.org	Japan week
75	22-10-13	Website news	www.slovo.kg	Master class by Ms. Yamada
76	30-10-13	News paper	Magazine "Financier"	4th Japan week
77	02-11-13	Website news	www.inform.kg	Sports Festival
78	02-11-13	Website news	www.for.kg	Sports Festival
79	02-11-13	Website news	www.24.kg	Sports Festival
80	04-11-13	Website news	www.sport.akipress.org	Sports Festival
81	04-11-13	Website news	www.novosti.kg	Sports Festival
82	04-11-13	Website news	www.news.namba.kg	Sports Festival
83	04-11-13	Website news	www.knews.kg	Sports Festival
84	08-11-13	Website news	www.vb.kg	Sports Festival
85	12-11-13	Website news	www.akipress.org	Study in Japan 2013
86	12-11-13	Website news	www.ca-news.org	Study in Japan 2013
87	12-11-13	Website news	www.kginform.com	Study in Japan 2013
88	12-11-13	Website news	www.uzbox.net	Study in Japan 2013
89	13-11-13	Website news	www.afisha.vb.kg	Study in Japan 2013
90	27-11-13	Website news	www.nar.kg	Kyrgyz-Japan music Festival
91	27-11-13	Website news	www.ca-news.org	Kyrgyz-Japan music Festival
92	27-11-13	Website news	www.bish.kg	Kyrgyz-Japan music Festival
93	27-11-13	Website news	www.akipress.org	Kyrgyz-Japan music Festival
94	27-11-13	Website news	www.24.kg	Kyrgyz-Japan music Festival
95	29-11-13	TV	www.5tv.kg	Kyrgyz-Japan music Festival
96	30-11-13	Website news	www.312.kg	Kyrgyz-Japan music Festival
97	30-11-13	Website news	www.ru.redtram.com	Kyrgyz-Japan music Festival
98	19-12-13	Website news	tushtuk.kg	Kyrgyz-Japan Center for Human Development will hold Day of Mochi
99	19-12-13	Website news	news.namba.kg	Kyrgyz-Japan Center for Human Development will hold Day of Mochi
100	19-12-13	Website news	news.namba.kg	Kyrgyzstan to host the Day of Mochi (japanese new year regale)
101	19-12-13	Website news	24.kg	Kyrgyzstan to host the Day of Mochi (Japanese new year regale)
102	20-12-13	Website news	akipress.kg	Japanese volunteers will share their knowledge of cooking new year rice cakes - mochi
103	20-12-13	Website news	news-bokk.info	Japanese volunteers will share their knowledge of cooking new year rice cakes - mochi
104	04-2-14	Website news	24.kg	An exhibition of Japanese dolls will be held in the Fine arts museum, Bishkek
105	10-2-14	Website news	CA-news	Kakidzome- calligraphy event will be held in Bishkek
106	10-2-14	Website news	Aki Press	Kakidzome- calligraphy event will be held in Bishkek
107	11-2-14	Website news	news.namba.kg	Kyrgyz Republic-Japan Center is to run "Kakidzome" event
108	11-2-14	Website news	Time.kg	It's time for kakidzome
109	11-2-14	Website news	day.kg	It's time for kakidzome
110	11-2-14	Website news	24.kg	Kakidzome- calligraphy event will be held in Bishkek
111	13-2-14	Website news	inform.kg	Kakidzome- calligraphy event will be held in Bishkek
112	15-2-14	Website news	afisha.vb.kg	Kakidzome- a way to write wishes
113	15-2-14	Website news	enot.kg	Kakidzome
114	15-2-14	Website news	312.kg	Kakidzome
115	19-2-14	Website news	KNU law institute	Invitation to Nagoya University presentation
116	06-3-14	Website news	Times.kg	Japan Art Mile Project's presentation
117	06-3-14	Website news	day.kg	Japan Art Mile Project's presentation
118	06-3-14	Website news	24.kg	Creative ideas of the children world wide are to be jointed in Bishkek
119	March, 2014	Magazine	Mundai	To be a bridge between the people
120	31-3-14	Website news	vb.kg	Ooedodaiko group from Bishkek performed at the festival in Almaty
121	31-3-14	Internet media portal	Youtube	Japanese cultural festival in Almaty
122	01-4-14	Website news	HP of the Kyrgyz National University	Speech contest in Japanese language was held in the KNU
123	02-4-14	Website news	Vechrny Bishkek	Start-up weekend project received lots of interesting ideas for tourism development

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124	11-4-14	Website news	HP of the Kyrgyz National University	Japanese audit mission checked language equipment of the KNU
125	12-5-14	Website news	Tushtuk	A Festival "Friendship bridge between Kyrgyzstan and Japan" will be held in Bishkek
126	12-5-14	Website news	24.kg	A Festival "Friendship bridge between Kyrgyzstan and Japan" will be held in Bishkek
127	13-5-14	Website news	csa.kg	A Festival "Friendship bridge between Kyrgyzstan and Japan" will be held in Bishkek
128	13-5-14	Website news	akipress.kg	A Festival "Friendship bridge between Kyrgyzstan and Japan" will be held in Bishkek
129	13-5-14	Website news	inform.kg	A Festival "Friendship bridge between Kyrgyzstan and Japan" will be held in Bishkek
130	20-5-14	Website news	KNU	Festival " Friendship bridge between Kyrgyzstan and Japan"
131	24-5-14	radio	Dostuk	Festival of Japanese culture was held in Bishkek
132	26-5-14	Website news	Tushtuk	Festival " Friendship bridge between Kyrgyzstan and Japan"- acquaintance with Japanese culture
133	03-6-14	newspaper	Slovo Kyrgyzstana	Matsuri for the citizens of the capital
134	30-6-14	Website news	24.kg	Japanese star festival Tanabata will be held in Bishkek
135	01-7-14	Website news	K.news	Kyrgyz-Japan Center for Human Development invites Bishkek citizens to Tanabata event
136	01-7-14	Website news	akipress.kg	Tanabata event
137	03-7-14	newsletter	UCA	UCA Recognizes First Graduates of Practical Business Management Programme
138	09-7-14	Website news	24.kg	Post graduate students of Japanese University investigate tourism industry of the KR
139	09-7-14	Website news	dv.kg	Japanese post graduate students will promote tourism industry of the KR
140	30-7-14	Website news	312.kg	July 30-August 5, seminar on "Tourism business establishment in the KR"
141	30-7-14	Website news	Kabartlar.org	A peace day in memory of the Hiroshima and Nagasaki victims will be held in Bishkek
142	30-7-14	Website news	24.kg	A campaign to the 69th anniversary of Japanese cities Hiroshima and Nagasaki bombing will run in Bishkek
143	01-8-14	Website news	Knews.kg	Kyrgyz people will send 1000 paper cranes to Hiroshima
144	01-8-14	Website news	For.kg	Kyrgyz people will send 1000 paper cranes to Hiroshima
145	17-9-14	Website news	akipress.kg	The 6th Bon Festival will be held in Bishkek
146	17-9-14	Website news	24.kg	The 6th Bon Festival will be held in Bishkek
147	18-9-14	Website news	knew.kg	Japanese Bon dance festival will be held in Bishkek
148	18-9-14	Website news	limon.kg	The 6th Bon Festival will be held in Bishkek
149	25-9-14	Website news	akipress.kg	The 6th Bon Festival will be held in Bishkek
150	25-9-14	Website news	vb.kg	A country in Bishkek: Japan
151	27-9-14	Website news	312.kg	September 27- the 6th Bon festival in Kyrgyzstan
152	29-9-14	Website news	rtag.kg	The 6th Bon Festival was held in Bishkek
153	29-9-14	Website news	akipress.kg	The 6th Bon Festival was held in Bishkek
154	10-10-14	Website news	akipress,kg	In Bishkek a master of Japanese theatrical genre "Rakugo" made performance
155	22-10-14	Website news	Facebook	Study in Japan Fair-2014
156	27-10-14	Website news	knews	Study in Japan Fair-2014 will be held in Bishkek
157	27-10-14	Website news	akipress,kg	The fifth "Study in Japan" Fair will be held in Bishkek
158	27-10-14	Website news	www.edc.kg	The fifth "Study in Japan" Fair will be held in Bishkek
159	27-10-14	Website news	ca-bews	The fifth "Study in Japan" Fair will be held in Bishkek
160	27-10-14	Website news	news.rambler	Study in Japan Fair-2014 will be held in Bishkek
161	27-10-14	Website news	312.kg	Nov 4- "Study in Japan Fair"
162	08-11-14	Website news	vb.kg	A professor from Japan hold a master class on calligraphy
163	19-11-14	Website news	akipress,kg	The anniversary concert of Ooedodaiko group will be held in Bishkek
164	20-11-14	Website news	kginform	A concert of Japanese drums froup "Ooedodaiko" will be held in Bishkek
165	21-11-14	Website news	knews	The anniversary concert of Ooedodaiko group will be held in Bishkek
166	21-11-14	Website news	rambler.kg	An anniversary concert of Ooedodaiko group will be held in Bishkek
167	30-11-14	Website news	youtube	The anniversary concert of Ooedodaiko group
168	30-11-14	Website news	nlkg.kg	The anniversary concert of Ooedodaiko group
169	01-12-14	Website news	kyrtag.kg	Taiko aniversary concert was held in Bishkek
170	02-12-14	Website news	tumar.fm	Taiko aniversary concert was held in Bishkek. The group celebrated its 10th anniversary
171	04-12-14	Website news	videomak	Taiko aniversary concert was held in Bishkek. The group celebrated its 10th anniversary
172	08-12-14	Website news	Limon.kg	Bishkek citizens will taste Japanese mochi

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173	11-12-14	Website news	knews.kg	Japanese will teach kyrgyz how to make rice balls
174	30-12-14	TV	The 1st State Channel	NY traditions
175	20-1-15	Website news	knews. Kg	Kakidzome event will be held in the Kyrgyz Republic-Japan Center
176	20-1-15	Website news	rumbler. Ru	Kakidzome event will be held in the Kyrgyz Republic-Japan Center
177	20-1-15	Website news	akipress,kg	Short-term cultural course "Kakidzome" will be launched in Bishkek
178	20-1-15	Website news	csa.kg	Kakidzome event will be held in the Kyrgyz Republic-Japan Center
179	26-2-15	Website news	Akipress	Karaoke contest in Japanese language was held in Bishkek
180	21-5-15	Website news	Akipress	Festival of culture and friendship "A Bridge of cooperation between the yrgyz Republic and Japan" will be held in Bishkek
181	21-5-15	Website news	24.kg	Kyrgyz-Japan Center will celebrate its 20th anniversary thru the festival of culture and friendship
182	21-5-15	Website news	vb.kg	Festival of culture and friendship "A Bridge of cooperation between the yrgyz Republic and Japan" will be held in Bishkek
183	22-5-15	Website news	k.news	Kyrgyz-Japanese culture and friendship festival will be held in Bishkek
184	22-5-15	Website news	gazeta.kg	Kyrgyz-Japanese culture and friendship festival will be held in Bishkek
185	28-5-15	Website news	vb.kg	Festival of culture and friendship "A Bridge of cooperation between the yrgyz Republic and Japan" will be held in Bishkek
186	28-5-15	Website news	kant.kg	A festival of Kyrgyz-Japanese firendship will be held in Bishkek
187	01-6-15	Website news	Limon.kg	KRJC celebrated its 20th anniversary by the cultural festival
188	02-6-15	Website news	Akipress	A Jubilee festival of Kyrgyz-Japanese friendship was held in Bishkek
189	02-6-15	Website news	knu.kg	KRJC run festival of firendship
190	07-7-15	Website news	24.kg	Japanese star festival Tanabata will be held in the capital of Kyrgyzstan
191	07-7-15	Website news	gazeta.kg	"Tanabata Festival" will be held in Bishkek
192	07-7-15	Website news	knews.kg	"Tanabata Festival" will be held in Bishkek
193	09-7-15	Website news	limon.kg	Japanese star festival will be held in Bishkek
194	10-7-15	TV company	Zamana	a short sport in the morning "Zamana program" on coming Tanabata festival: history of the festival, master calss to fold a star from origami paper
195	14-7-15	Website news	vb.kg	A cherished will in tanzaku
196	17-7-15	Website news	gde.kg	Tanabata star festival

2. キルギス共和国日本人材開発センター（KRJC）の12年間の活動実績

キルギス共和国日本人材開発センター（KRJC）の12年間の活動実績

1995年に開所したキルギス共和国日本人材開発センターでは、ビジネスコース、日本語講座、相互理解の三つの活動を中心に実施してきた。JICAは、2003年4月から12年にわたり協力をを行い、その間、実質3フェーズの技術協力プロジェクトを実施した。3件のプロジェクトの概要は、以下のとおりである。

表1：ウズベキスタン日本センター関連プロジェクト概要

プロジェクト名	プロジェクト期間	プロジェクト目標
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1)	2003年4月1日～ 2008年3月31日	1) KRJCがキルギスの市場経済化に対応する人材の育成において重要な役割を果たすようになる。 2) KRJCによる情報提供及び各種イベントを通じて両国の相互理解が促進される。
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)	2008年4月1日～ 2013年3月31日	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間の相互理解を促進するKRJCの機能が強化される。
キルギス共和国日本人材開発センター・ビジネス人材育成プロジェクト (本プロジェクト)*	2013年4月1日～ 2016年3月31日	キルギスの人材育成機関としてKRJCの持続的な運営体制と機能が確立される。

*便宜上「ポストフェーズ2」と呼ばれることがある。

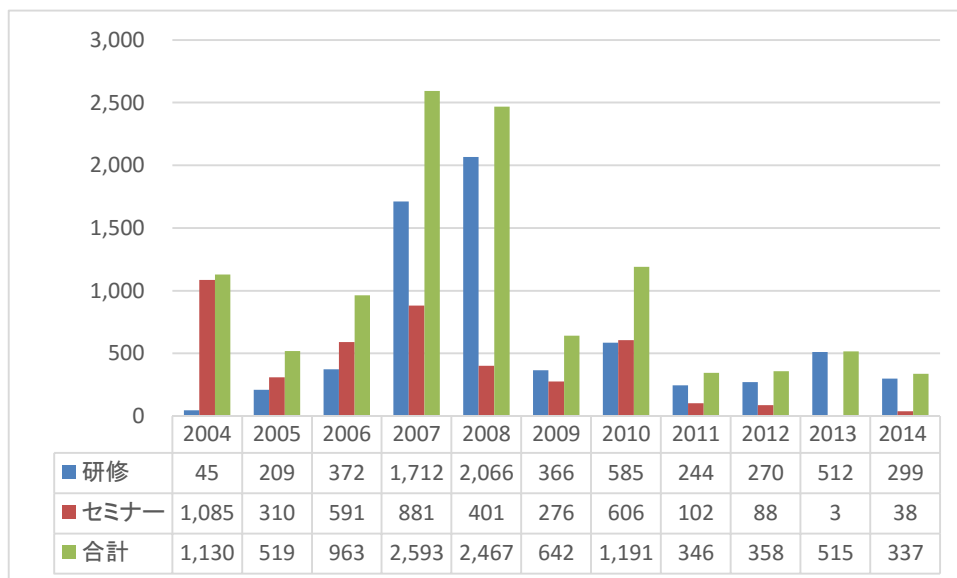
以下に、上記3プロジェクトの12年間の実績をまとめる。

1. 活動の実績

(1) ビジネスコース

初年度となる2003年には実績が記録されておらず、2004年度以降、年による参加者の増減が目立つ。ミニMBAコース(Aコース)は定員が決まっているが、それ以外の研修、セミナーについては、毎年の活動の種類、規模により、参加者が異なっているものと考えられる。2004年からの累計は、研修が6,680人、セミナーが4,381人、合計1万1,061人となっている。実績の推移は以下のとおりである。

図 1：ビジネス人材育成事業参加者実績

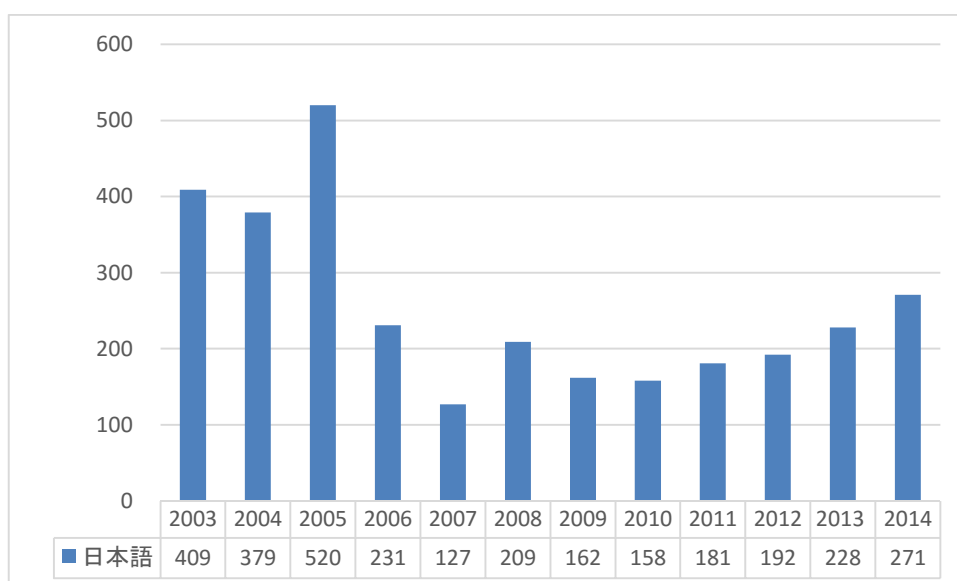


出典：JICA

(2) 日本語コース

日本語コースの参加者は、フェーズ 1 の前半に 400 人前後あったが、その後落ち込んでいる。2010 年以降ポストフェーズ 2 の期間にかけては漸増の傾向にある。2003 年からの累計は、3,067 人である。

図 2：日本語コース参加者実績

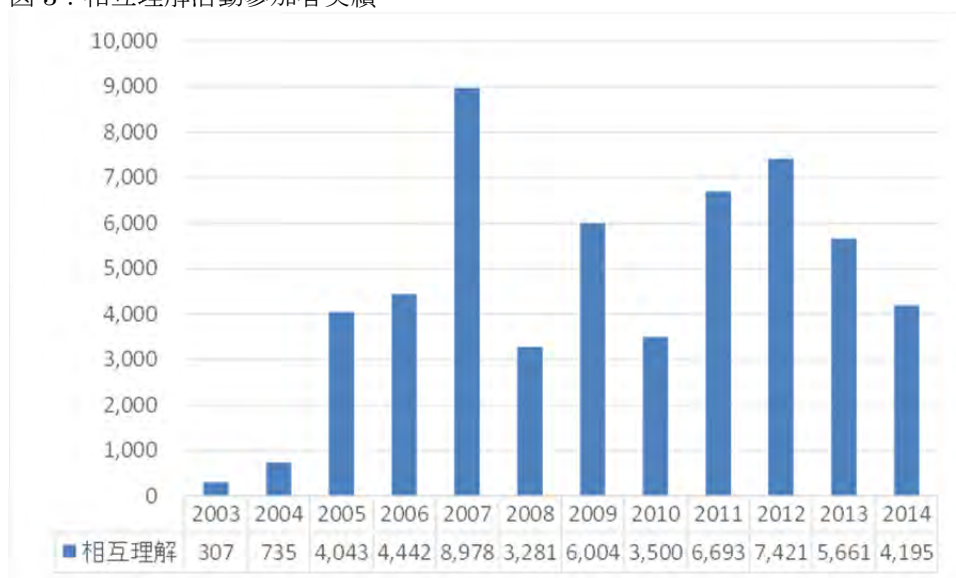


出典：JICA

(3) 相互理解

相互理解に関する活動の参加者は、2003年には307人だったが、フェーズ1の期間を通じ、急速に増加した。その後、参加者数が落ち込む時期はあったものの、年間4,000～6,000人が相互理解活動に参加している。2003年からの累計は、5万5,260人である。

図3：相互理解活動参加者実績



出典：JICA

(4) 来館者数

来館者数は、フェーズ1の後半にあたる2007年からしかデータの記録がなく、2008、2009年度はデータが不明となっている。2010年以降は、おおむね年間3万人程度の来館者がある模様である。データがある年度の来館者数の累計は、15万4,406人である。

表2：来館者数実績

年	2007	2010	2011	2012	2013	2014	合計
人数	5,190	34,104	32,995	32,080	32,735	17,302	154,406

2. 活動予算

各プロジェクトに対するJICAからの支出金額の実績は以下のとおりである。ポストフェーズ2の初期に日本語と相互理解に関する活動が国際交流基金(JF)に移管されたこともあり、ポストフェーズ2のJICAの拠出金額(見込み含む)は、フェーズ1の30%程度になっている。

表 3：キルギス共和国日本人材開発センターJICA 負担額実績（単位：1,000 円）

形態／年	2003	2004	2005	2006	2007	合計
研修員受入		64,662	24,747	18,367	19,224	64,662
専門家派遣	80,292	370,458	91,646	37,923	30,879	370,458
調査団派遣	27,703	34,867	-	5,069	24	34,867
供与機材	45,572	164,209	8,124	505	4,218	164,209
その他	35,843	253,501	0	114,571	103,087	253,501
合計	189,410	64,662	124,517	176,435	157,432	887,697

表 4：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 JICA 負担額実績
（単位：1,000 円）

形態／年	2008	2009	2010	2011	2012	2013	合計
研修員受入	10,254	11,089	11,964	18,866	4,525	-	56,698
専門家派遣	34,257	32,667	29,959	119,811	82,321	879	299,015
調査団派遣	-	142	2,983	96	801	-	4,022
供与機材	4,512	5,628	455	2,306	702	-	13,603
その他	88,136	124,234	99,396	-	-	-	311,766
合計	137,159	173,760	144,757	141,079	88,349	879	685,983

表 5：キルギス共和国日本人材開発センター・ビジネス人材育成プロジェクト JICA 負担額実績
（単位：1,000 円）

形態／年	2013	2014	2015	合計
研修員受入	3,187	5,871	4,023	13,081
専門家派遣	86,982	72,514	80,562	240,058
調査団派遣	-	-	3,032	3,032
供与機材	-	3,093	-	3,093
その他	-	-	-	0
合計	90,169	81,478	87,617	259,264

2015 年は計画

出典：JICA（各フェーズとも）

3. 日程表

KRJC Ternaminal evaluation/ Advisory mission Schedule

Date	Day	time	schedule
3-Sep	thu	3:15 4:00 12:00 14:00 15:30	Tanaka arrival(TK342) Pick up from the airport→hotel early check in (Ambassador Hotel) JICA office Mr IMANALIEV Daniyar, Deputy Minister of Economy KRJC with experts
4-Sep	fri	10:00 11:00 13:00 14:00 14:30 16:30 17:00	Interview with Co-director Interview with KRJC staff (Business Course Managers) Interview with Japanese Expert Interview with JOCV Interview with KRJC staff (Senior Manager) Internal meeting (Interpreter) Interview with Business Course lecturers
5-Sep	sat		Documentation
6-Sep	sun		Documentation
7-Sep	mon	9:30 11:00 15:00 16:30	NATURO (Food A course ex-participant) Visit to CCI/BPN (Mr. MUSURALIEV Nurlan, Vice-President of CCI (ex-trainee of JICA, a member of JICA Alumni Association); Mr KUTANOV Erik, Chairman of Board of the Business Professional Network (Public Union of businessmen) Visit to EBRD(Mr. Bakai) Barkad (Food processing, ex-participant, A Course)
8-Sep	tue	10:00 14:30	Integra Enginnering Group (construction, A course ex-participant, C course client) Mommy-Yummy (sewing industry, A course ex-participant)
9-Sep	wed	AM 16:30	Documentation University of Central Asia (KRJC business course implementing partner in Tajikistan)
10-Sep	thu	10:00 14:00	Kyrgyz Technologycal University Internal meeting at JICA
11-Sep	fri	AM PM	Documentation
12-Sep	sat	AM PM	Documentation
13-Sep	sun	AM PM	Documentation
14-Sep	mon	2:40 12:00 15:00	Ueda & Ehara arrival (TK346) JICA office KRJC⇒ courtesy vist to Deputy Rector of KNU
15-Sep	tue	10:00 14:30	Ministry of Finance (State Secretary) Ministry of Education and Science (Depury Minister)
16-Sep	wed	10:00 16:00	Rector of KNU JICA office
17-Sep	thu	AM 16:00	Preparation for signing ceremony Signing ceremony with related ministries and KNU
18-Sep	fri	AM 15:00 16:00	reserved day (report writing) Ministry of Economy (Vice minister) Report to EOJ
19-Sep	sat	4:00 6:40	pick up from the hotel Departure(TK349)
20-Sep	sun	7:20	Arrival in Tokyo(TK050)

4. 面談者リスト

面談者リスト

Ministry of Economy

Mr. IMANALIEV Daniar	Deputy Minister
Ms. USENBAEVA Ainura	Head of Department on Regulating of Entrepreneurship Activity
Ms. KOJOMBERDIEVA Akylai	Head of Sector on Entrepreneurship Policy and Free Economic Zones

Chamber of Commerce and Industry

Mr. MUSURALIEV Murlan	Vice President
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Business Professional Network

Mr. KUTANOV Erik	Chairman of Board of the Business Professional Network
Ms. MARCENKO Angelina	Manager of BPN Business Association

EBRD

Mr. ZHUNUSHOV Bakai	National Programme Manager
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University of Central Asia

Ms. DJUNUSHALIEVA Gulnara	Director of School of Professional and Continuing Education (SPCE), UCA
Mr. BUTABEKOV Dilovar	Deputy Director of SPCE in Tajikistan and Afghanistan, UCA
Mr. SHONUSARIEV Khairisho	Manager, SPCE Learning Centre, Dushanbe

Kyrgyz Technological University

Dr. KODZHEGULOVA Daria	Director, Food Training Technology Center “Technologist”
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KRJC

Mr. KOLBAEV Kanat	Co-Director
Ms. SAGDEEVA Oksana	Senior Manager
Mr. USENOV Daniyar	Manager of Business Course

Mr. SARTBAEV Almazbek	Manager, Business Course
Mr. PAKIROV Iliaz	Lecturer, Business Planning
Mr. BARYKIN Vitaly	Lecturer, Human Resources Management/Production Quality Management
Ms. ALYBEKOVA Galzat	Lecturer, Production Quality Management

KRJC graduates

Ms. SABITOKUNOVA Jamilya	Director, NATURO (food processing company)
Mr. SERKEBAEV Kubanych	General Director, Barkad (food processing company)
Mr. AMANOV Bakytjan	Executive Partner, Integra (construction company)
Mr. DERYA Emin	Projects Manager, HADEKA (collaborating company of Integra)
Ms. BEKENOVA Elgiza	Director, Mommy-Yummy (sewing company)

JOCV

Ms. KIKUDA Kanae	JOCV Volunteer, Mutual Understanding Program
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