

Summary Sheet for Final Evaluation

1. Outline of Project		
Country: The Republic of Uzbekistan		Project Title: Uzbekistan-Japan Center for Human Development Project (Phase-2)
Issue/Sector: Private Sector Development-Small and Medium Enterprises/ Supporting Industries Promotion		Cooperation scheme: Technical cooperation
Division in charge: Japan Center Division, Governance Group, Public Policy Department		Total Cost: 630 million Japanese Yen (in time of this final evaluation)
Period of Cooperation	(R/D): December 2005 to November 2010 (Extension): None	Partner Country' Implementing Organization: Ministry for Foreign Economic Relations, Investment and Trade (MFERIT)
		Supporting Organization in Japan: The Japan Foundation
Related Cooperation: JOCV and Senior Volunteer programs by JICA		
1-1 Background of the Project		
<p>In 1991, Uzbekistan became independent accompanied with collapse of the Soviet Union. Since its independence, for tackling transition from planned economy to market economy, Uzbekistan has been implementing various economic reforms. On the other hand, as part of Japan's Official Development Assistance, a concept of "Japan Center for Human Development" was introduced. The objective of the Japan Center was to render support for human resource development in the countries of Asian region under transition to market economy. After received the request for a technical cooperation from the Government of Uzbekistan, the Project for Uzbekistan-Japan Center for Human Development (UJC), a NPO co-funded by MFERIT and JICA, was begun in December 2000. After completing Phase 1 of a cooperation period of 5 years, Phase 2 has been implemented since December 2005. With regard to Phase 2 that is to be terminated in November 2010, this final evaluation was conducted in February 2010.</p>		
1-2 Project Overview		
(1) Overall Goal		
<ol style="list-style-type: none"> 1) Human Resources related to the Private Sector responding to the market economy in Uzbekistan will be developed. 2) Mutual Understanding between the people both of Uzbekistan and Japan will be promoted. 		
(2) Project Purpose		
The function of the UJC as a base contributing 1) to human resources development in area of SMEs of Uzbekistan toward a market economy, 2) to mutual understanding between the people both of Uzbekistan and Japan, will be promoted.		
(3) Output		
<ol style="list-style-type: none"> 1) An organizational structure and management system to operate UJC efficiently will be established. 2) An effective system to provide knowledge and practical skills on business such as corporate management to private sector corresponding to their needs will be constructed. 3) A system to provide Japanese Language Education Activity according to the diversified needs and to expand the opportunity to study Japanese Language in Uzbekistan will be constructed. 4) The function of providing information on several aspects, such as economy, society, and culture, of both Uzbekistan and Japan in two ways will be strengthened. 5) The visibility of UJC among Uzbekistan people will be raised. 		
(4) Inputs (in time of the final evaluation)		
From Japan:		
Experts: 262.2 person-months (planned)		
Local staff: 24 persons (as of end of December 2009)		
Local Operation Costs: 1.1 million US\$ (as of end of December 2009)		

<p>Training in Japan: 55 persons (as of end of December 2009) Equipment: Audio-visuals, copier, desktop and laptop computer, and others</p> <p>From Uzbekistan: Project Counterpart: A Co-Director and an Accountant/Coordinator Local Operation Costs: 0.3 million US\$ for utility charges Land/Facilities: Space for the Center in Tashkent and Bukhara</p>	
2. Evaluation Team	
Members of the Team	<p>Mr. Senya Mori, Team Leader, Deputy Director General, Public Policy Department, JICA Mr. Kiyoshi Oguri, Japanese Course Evaluation, Expert for Japanese Education, The Japan Foundation Ms. Rie Sato, Cooperation Planning, Japan Center Division, Governance Group, Public Policy Department, JICA Mr. Toyomitsu Terao, Evaluation Analysis, Consultant, Fisheries Engineering Co., Ltd.</p>
Period of Evaluation	<p>9 to 23 February 2010</p> <p>Type of Evaluation: Terminal Evaluation</p>
3. Results of Evaluation	
3-1 Achievements of the Project	
(1) Achievements in Outputs	
<p>Output 1 Following operation of the center in Phase 1, main activities of the UJC Project – business courses, Japanese language courses, mutual understanding program and IT courses - have been well working in Phase 2 as well, and performing planned tasks as expected. While a long term expert was engaged in overall management of the business courses in Phase 1, many of the administration works for the business courses have been operated and managed by the local staff of UJC in Phase 2 as their capacities have been steadily developed. Accompanied with this, inputs of the short term experts were decreased to some extent. Likewise, many of the mutual understanding programs are now being handled by the local staff. Though financial support is still needed, the institutional structure and operation system of UJC have been well built for operating these activities of the Project. In addition, as shown in opening of UJC Bukhara in March 2007, the project activities have also been proactively expanded to the regions.</p>	
<p>Output 2 The business courses provided by UJC are programmed as A to D course and have become to be able to offer a wide range of business training of different terms from a few days to 5 months for the service and industry sector in Tashkent and some regional cities. The A course (nighttime and daytime) is the core program of the business courses and has been specifically called PMP “Professional Management Program”. The A course provides 5 months training for basic business management and its quality of training has come to gain a high reputation in the country. Acceptable number of participants has been increased from around 20 to 35 persons respectively since 2007 to meet demand for the course. Number of implementation of the A course per annum has also been increased from once to twice. As a result, number of the A course graduates has reached more than 130 persons in 2008 and 2009 respectively. Average of numbers to conduct the B and D course in year have been significantly increased from 1.8 in Phase1 to 5.3 in Phase2 in the B course and 0.8 to 4.3 in the C course. Thus the subjects lectured in these two courses have also been made more various in Phase2. Course assessment by participants was mostly high, irrelevantly to Japanese or local lecturers. It was concluded that the training system capable of offering practical knowledge and skills for business management has been established.</p>	
<p>Output 3 At present, the Japanese language courses in UJC offer 18 different courses of many varieties suited for pupils to professionals in Tashkent and 2 courses for those in Bukhara. There are 314 learners in total of these courses in Tashkent and 46 in Bukhara as of December 2009. Utilization of the local lecturers has steadily increased and reached more than 90%. It can be thus judged that the Japanese language education in UJC has become to be fully developed within the scope of the Project. Furthermore, through development of teaching materials and training of teachers, the role as bases for</p>	

Japanese language education in the country has also been strengthened.

Output 4

During around 11 months from January to November in 2009, UJC held 2,188 various events for the mutual understanding program and attracted 11,002 visitors. A range of events that UJC can offer to the citizens in Tashkent and Bukhara has been expanded year by year. Institutional support for the program by the UJC staff has also been enhanced to highly satisfactory level. Programs in collaboration with organizations in Japan have also gradually increased, including promotion for studies in universities in Japan.

Output 5

Numbers of participants for all the main project activities have increased. This is clearly indicated in average monthly numbers of visitors to the center that have been doubled from 2,822 persons in Phase1 to 5,886 persons in Phase2. As remarkably shown in number of total visitors, function of public relations of UJC has been strengthened further in each of the activities since the mid-term evaluation. It can be said that the Outputs 5 is achieved.

(2) Achievements in the Project Purpose

As shown in the fact that all the business courses, Japanese language education and mutual understanding program in UJC have been effectively working for many years, the institutional structure and operation system of UJC have been well organized already. Support for all these activities by the UJC staff has also been enhanced to highly satisfactory level (Output 1). Especially, the business courses have become to be able to offer a wide range of business trainings that can meet needs of the service and industry sector in Tashkent (Output 2). A range of mutual understanding program that UJC can offer to the society in Uzbekistan and Japan has been broadly expanded and attracted many citizens (Output 3 and 4). When observing these significant achievements in the output level, it can be judged that the Project Purpose has been achieved as well.

3-2 Results of Five Criteria Evaluation

(1) Relevance: High

As one of the policies to develop SME sector, PRSP (WIS) 2007 includes support to strengthening of the system of re-training and upgrading qualifications for those wanting to engage in entrepreneurship, including creation of private business schools, and the Government has been trying to develop human resources in SME sector. As one of measures to materialize this direction, MFERIT has requested JICA to continue the UJC Project and expand UJC's business courses to the regions further. These have been reflected in implementation of the Project. Meanwhile, UJC has been able to successfully meet needs of the sector by offering well structured practical business training through conducting various courses. For an example, the PMP course is aimed at drafting of a feasible business plan and curriculum is closely selected for ensuring this objective. Thus PMP has been well enabled to meet needs of the course participants.

(2) Effectiveness: High

As mentioned in the previous section 3-1, it was judged that the Project Purpose has been achieved since all the outputs that constitute the Project Purpose have been already achieved. In this regard, the effectiveness of the Project can be assessed high.

(3) Efficiency: High

Achievements in the outputs of this Project can be seen widely. Followings may summarize the significance of them.

- 1) Business course: outstanding features of the course curriculum, strong demand for the PMP course (applied/admitted ratio in A-2 reached almost 5 recently), development of graduates network (kind of alumni, called as "A-club"), and development of institutional capacity shown when UJC received extra dispatch of experts for financial crisis and other subjects in 2009
- 2) Japanese language education: provision of 18 various courses including ones suitable for children, mostly stable numbers of learners, and continued assistance for the society of Japanese language education in Uzbekistan
- 3) Mutual understanding program: culture exchange events held 60 times per month, promotion of

friendship between two nations, development of activities in new areas including assistance to Japanese universities in their enrollment promotion

(4) Impact: An extent of impacts of the Project is prospected to be high.

While outcomes of the indicators of the Overall Goal suggest achievement of the Overall Goal is still in progress, it seems that some social impacts have been generated through implementation of the Project, as shown in a great number of citizens (around 70,000 persons in a year recently) visiting UJC in Tashkent.

UJC is now able to act as a multiple service provider that can offer a remarkably wide range of services from business training to culture exchange events. By such a function, UJC has obtained a firm position as bases for interactions between the two countries, well equipped with a capacity that can offer good opportunities to fill needs of various beneficiaries including those in Japan. The graduates network (A-club) has also been developed more as mentioned above. These can be deemed as spillover effects of the Project.

(5) Sustainability: Sustainability of the Project depends on various conditions in the long run.

As far as the Project continues to be funded by JICA and MFERIT, all the project components are foreseeable to be sustained. However, since it is difficult to assume a technical cooperation be continued for ever, it is needed to begin discussions on what should be sustained after the withdrawal of JICA from the Project. The tasks will include prioritized selection of the project activities to be continued, increased utilization of local lecturers, and further technical transfer needed for them that will be conducted by the Project itself.

Accompanied with development of the programs, a scale of operation of UJC has been expanded year by year, while the amounts of revenue and expenditure have been also increased. Though growth of the revenue is remarkable, the cost also increased almost in same pitches. Meanwhile, it should be noted that the Project has been financed with a greater amount of subsidy of the local operation cost by JICA, utility charges by MFERIT and others.

3-3 Conclusion

According to the results of the evaluation analysis, the Team concluded that the Project purpose will be almost achieved by the end of the Project. As shown in a large number of applicants for the business courses and high assessment scores by the graduates, UJC has become an institution functioning for raising human resources that can contribute to development of market economy in Uzbekistan. The Japanese language course and mutual understanding program have also been developed in terms of both numbers of participants and varieties of contents that the courses and programs have. In addition, the UJC local staff and lecturers supporting these activities have been well raised through Phase 1 and Phase 2. On the basis of the five criteria evaluation, the relevance, effectiveness and efficiency of the Project are evaluated to be high. To enhance the impact and sustainability of the Project furthermore, it is recommended for UJC to undertake following tasks by the end of the Project.

3-4 Recommendations

(1) Enhancement of the sustainability in aspect of institution and human resources

Further efforts will be needed for technical transfer of skill for operation and management of the center to the local staff of UJC especially to those who are positioned in chief officer. In addition, the chief officers will have to be organized more into the decision making line of UJC.

(2) Enhancement of the sustainability in aspect of finance

To improve balance of cost and revenue of UJC, with regard to each training courses and programs, scope of the activities and course fee will have to be reviewed more closely.

(3) Redesign of the business courses

Some of contents of the business courses should be improved in order to catch up the current economic situation of the SMEs in Uzbekistan. Materialization of this improvement may require more close relationship with local organizations such as CCI and business entities. Specifically, the improvement may include development of training materials sourced from local business environment.

