

Terminal Evaluation Result

1. Outline of the Project	
Country: Ukraine	Project title: Ukraine Japan Center Project
Issue/Sector: Private sector development	Cooperation scheme: Technical cooperation project
Division in charge: Public Policy Department Japan Center Division	Total cost: Approx. 432 million yen (as of the terminal evaluation)
Period of cooperation	(R/D): From May 2006 to May 2011
	Partner country's implementing organization: National Technical University of Ukraine
	Supporting organization in Japan: Japan Foundation
(Extension): None	Related cooperation: None
<p>1-1 Background of the Project</p> <p>Ukraine became independent in August 1991 following the disintegration of the Soviet Union. Immediately after its independence, the country started its transition toward a market economy, joining the IMF in 1992 and starting the economic plan supported by the World Bank and the IMF in 1994. However, under continued negative growth and hyperinflation, the country denominated its money and introduced a new currency, the Hryvnia. The economy was reconstructed thereafter, achieving the first positive growth of GDP since it gained independence in 2000. The rapid economic growth continued since then until 2008, when the global financial crisis began. Under such situation, its introduction of a market economy is still ongoing, with various kinds of economic reforms being under way.</p> <p>With the aim of supporting the development of human resources in the area of the market economy in Ukraine, and realizing cooperation where the presence of Japan is felt as a part of the citizen's diplomacy policy of Japan, JICA implemented the Ukraine Japan Center Project with the National Technical University of Ukraine (NTUU "KPI") (hereafter referred to as "KPI") as the implementing organization, for the period of five years from May 2006 to May 2011. The Ukraine Japan Center (UAJC) upholds the three pillars of activities, namely a business program (BP), a Japanese language course (JLC) and mutual understanding promotion (MUP), and conducts programs such as the development of private-sector human resources who will lead the country's transition to a market economy in the future, Japanese language education, and cultural programs. This ex-post evaluation was conducted when the project was finished in May 2011.</p> <p>1-2. Project Overview</p> <p>This project aims for the UAJC to establish a system to serve its functions and roles by offering support to the three pillars of UAJC (BP, JLC and MUP), in order for the establishment of a market economy in Ukraine and the promotion of mutual understanding between Japan and Ukraine.</p> <p>(1) Overall Goal</p> <p>UAJC becomes the base for the further promotion of economic growth in Ukraine and Japan-Ukraine cooperation in various areas.</p> <p>(2) Project Purpose</p> <p>The system is developed to ensure that UAJC carries out the integrated function including the "human resource development for economic growth in Ukraine" and the "promotion of mutual understanding and cooperation between Ukraine and Japan in social, economic, academic and cultural aspects," and</p>	

UAJC exercises its responsibility.

(3) Outputs

- 1) A framework and know-how are developed to implement the BP that meets the needs of universities and industries in Ukraine. At the same time, certain programs to develop human resources contributing to economic growth in Ukraine are implemented.
- 2) A structure as the base for Japanese language education is established to promote exchange between Ukraine and Japan in social, economic, academic and cultural aspects.
- 3) A system for the gathering and interactive transmission of information and knowledge in social, economic, academic and cultural areas is established. At the same time, the interactive transmission of information and knowledge in the abovementioned areas actually takes place.
- 4) Under the cooperation and support of parties involved in both Ukraine and Japan, the structural basis for the sustainable operation of UAJC is set up.

(4) Inputs

- 1) Inputs from the Japanese side: 432 million yen in total
 - Dispatch of long-term experts: 129.0 man-months in total (scheduled)
 - Dispatch of short-term experts: 41 people in total (as of the end of November, 2010)
 - Employment of local staff: 9 people (as of the end of November, 2010)
 - Overseas operation reinforcement expense: 70 million yen (USD 0.88 million, as of the end of September, 2010)
 - Acceptance of trainees: 47 people (as of the end of November, 2010)
 - Provision of equipment: audiovisual devices, photocopiers, computers, books, etc.
- 2) Inputs from the Ukrainian side:
 - Assignment of counterpart personnel: 3 counterparts in total (director, vice director and accountant)
 - Operating cost: 50 million yen (USD 0.57 million, as of the end of September, 2010)
 - Land and facilities: facilities for UAJC (in Kiev)

2. Evaluation Team

Members of Evaluation Team	(1) Leader: Katsutoshi Fushimi Director, Japan Center Program Division, Governance Group, Public Policy Department, JICA (2) Japanese language course evaluation planning: Ben Suzuki Director of the Japanese-Language Course Section, Teacher and Institutional Support Department, Japanese Language Group, Japan Foundation (3) Japanese language course evaluation and analysis: Yoko Abe Head of the Teachers Training Section, Japan Foundation (4) Cooperation planning: Yukiko Mizuno Deputy Director, Japan Center Program Division, Governance Group, Public Policy Department, JICA (5) Evaluation analysis: Toyomitsu Terao Project General Manager, Suisan Engineering Co., Ltd.	
Period of Evaluation	From December 7 to December 24, 2010	Type of evaluation: Terminal Evaluation

3. Results of Evaluation

3-1. Confirmation of achievements

(1) Achievement level of outputs

The achievement levels of outputs are summarized below. It is characteristic that given indices are achieved to a certain degree by handling the situation surrounding UAJC smoothly. It can be judged that all outcomes are achieved.

- 1) Output 1: A framework and know-how are developed to implement the BP that meets the needs of universities and industries in Ukraine. At the same time, certain programs to develop human resources contributing to the economic growth in Ukraine are implemented.

As of the end of November 2010, a total of 140 seminars and sessions for BP were conducted, with 6,379 participants in total. As of the interim review in November 2008, there was a total of 2,136 participants, which shows that the number increased significantly between 2008 and 2010. Although training on general management was being implemented during the first half of the project period, an approach to identify the required contents of training has been taken since 2009, in collaboration with industry groups and governmental agencies, such as the association of furniture makers and project administration associations. As a result, the number of participants increased significantly, while seminars have been held more than 20 times and training sessions within companies have been implemented 21 times in response to demand from companies, such as VAB Bank in Kiev, and Rolling Plant and Electro Steel in Donetsk.

- 2) Output 2: A structure as the base for Japanese language education is established to promote exchange between Ukraine and Japan in social, economic, academic and cultural aspects.

For the class of 2010/2011, there are 9 long-term and 3 short-term courses. The number of applicants for JLC reached 333 while there are only 204 seats in total, maintaining the high popularity among applicants. The project continues to support the Japanese language teachers' association by implementing four Japanese Language Education Seminars, five Japanese Speech Contests, and five Japanese Language Proficiency Tests.

- 3) Output 3: A system for the gathering and interactive transmission of information and knowledge in social, economic, academic and cultural areas is established. At the same time, the interactive transmission of information and knowledge in the abovementioned areas actually takes place.

MUP was implemented 356 times in total until the end of October, 2010. A total of 765 participants took part in regular cultural lessons (the game of *go*, tea ceremony, flower arrangement, etc.) as of the end of October, 2010. There were 49,354 participants in total in other events and forums. As of the end of November, 2010, a total of 36,468 people used the library, and 1,253 people in total were registered library members.

- 4) Output 4: Under the cooperation and support of parties involved in both Ukraine and Japan, the structural basis for the sustainable operation of UAJC is set up.

Among the programs explained above, most projects and events are charged. The JLC produced over 30,000 USD in profit in FY2009, and is reported to be able to cover the expenses, such as compensation for lecturers and salaries for staff. However, all expenses for the entire UAJC are yet to be fully covered, so it is not completely on a stand-alone basis. UAJC is one of the affiliated organizations of KPI, though, so it now has an established social status that allows expectations for indirect profits and benefits thanks to its inherent significance. Thus, it is realistic to keep the income and expenditure balance without eliminating the support by KPI. In terms of the operation of the organization, staff members of the center can already implement the tasks necessary for implementing BP, JLC and MUP, such as the planning of the content of individual programs, implementation of programs, and ex-post questionnaire.

(2) Achievement level of Project Purpose

The system is developed to ensure that UAJC carries out the integrated function, including the “human resource development for economic growth in Ukraine” and the “promotion of mutual understanding and cooperation between Ukraine and Japan in social, economic, academic and cultural aspects,” and UAJC exercises its responsibility.

As mentioned as the achievement of project outputs 1–3 above, each program was evaluated highly, and was implemented by collecting many participants. The satisfaction level of the participants of each program was also high, and more than 90% of the participants in every program answered that they are “satisfied.” As for the number of cases where the effects of the business programs were actually felt, there were two cases of business partnership with Japanese-affiliated companies and 12 companies that achieved a certain result although they did not reach the point of establishing a business partnership.

Considering these achievements, it can be said that UAJC has developed into an organization that is able to provide services related to business management training, Japanese language education, and cultural programs to Ukrainian citizens. Although these functions of the organization still rely on the financial input from KPI and JICA, in terms of the scope that a single project should cover, it can be said that this project succeeded in developing the organization of UAJC in line with the project purpose. As a result, it is now possible for UAJC to provide services on a daily basis in the format that meets the needs of the targeted beneficiaries well. Consequently, it is judged that the project purpose can be achieved with certainty.

3-4. Evaluation according to the five criteria

(1) Relevance

The relevance of the project is high.

The government of Ukraine has the development policy, “Strategy for Promoting International Technical Cooperation 2005–2007.” It prioritizes the reinforcement of the competitive capacity of the nation’s economy and the promotion of small- and medium-sized enterprises, and takes the approach for poverty reduction based on economic growth. This project was started in the manner that precisely coincides with such policy.

Also, as set forth in the rolling plan of the Ministry of Foreign Affairs to Ukraine (August 2010), Japan has been prioritizing support for Ukraine’s transformation to a market economy, and therefore the implementation of BP was set as one of the focused purposes of UAJC, assuming human resources development mainly through business management training. However, because the competition among training providers is very strong in Ukraine, it is insufficient to attract trainees by merely opening a basic

course for management training. Thus, since 2009, UAJC has developed many BPs by obtaining cooperation from industry groups so as to respond to the needs of these groups. At the same time, efforts were made to dispatch BP lecturers to local cities. Because of such efforts to promote the transition to a market economy while reacting flexibly to the local situation, it can be said that the relevance of the project is high.

(2) Effectiveness

The effectiveness of the project is high.

As of the timing of the terminal evaluation, UAJC has reached the level where self-reliant operation is possible in terms of the organization and system, although there are still some ongoing financial problems. Also, as mentioned above, BP (Output 1), JLC (Output 2), and MUP (Output 3) all securely show a certain level of achievement, and it was confirmed that these outputs are contributing in achieving the project purpose.

As for a specific example, UAJC had been realizing Japan's citizen diplomacy successfully by diffusing Japanese language and culture among Ukrainian citizens through the activities of JLC and MUP. At the same time, it also succeeded in responding to the strong intellectual interest in the society and culture of Japan among Ukrainian citizens and students. Particularly, Ukraine is a country that became independent relatively recently, and because it is necessary for Japan to maintain an amicable relationship with the country, cultural programs to promote mutual understanding have been highly effective for both countries.

(3) Efficiency

The efficiency of the project is high.

In order to expand the BP seminar so as to conduct it in local cities, this project utilized the network of SCURPE and the local offices of other related organizations. By utilizing these networks, it became possible to facilitate the securing of a venue for the training and the ensuring of the number of participants. Also, as a result of seminars being planned through the cooperation with partner industrial groups to fulfill the actual needs, the number of BP trainees was secured. As for JLC and MUP, center staff concentrated on the management of courses, while lecturers are employed on a part-time basis. This makes it possible to hold down the ratio of fixed costs to the total expenses at a low level. In the spring of 2009, the personnel appraisal of center staff was changed from capability assessment to performance assessment. It is considered that these activities and management all contributed in raising the efficiency of the project.

(4) Impact

It is expected that the impact of the project will be large.

Services related to various kinds of business areas are now available, and UAJC has developed to the extent that it can be now called a common asset for both Japan and Ukraine that is unavailable elsewhere. A basis has been established that matches the effort to ensure the continued input of human and financial resources necessary for building a "base" as mentioned in the overall goal.

Case examples of a ripple effect produced by the project include the application of the project program management (P2M) by the Ministry of Finance of Ukraine, the introduction of a Hiroshima Nagasaki Peace Lecture by KPI, the establishment of "KAIZEN" clubs by the industrial groups, and the original activities by the National Mining University of Ukraine in Dnipropetrovsk for introducing Japanese culture to citizens. These examples are all implemented on a long-term basis, and it is expected that related activities will be continuously implemented under the initiative of Ukrainian organizations.

(5) Sustainability

The sustainability of the project is at the moderate level.

As for JLC and MUP, it is possible to employ local lecturers as needed. It is also considered that compensation paid to lecturers can be made up with the program profits. However, because the content of the seminars and training sessions for BP needs to be at a considerably advanced level, it is expected that the lecturers must continue to be supplied in the form of the dispatch of JICA short-term experts.

As for the organizational management of UAJC, while the sustainability was confirmed from the technical aspect, such as the management ability of staff, the center still relies on the financial input from external organizations, such as KPI and JICA. Because it is clear that UAJC is engaged in public service, this kind of reliability appealing to external funding can be considered as reasonable. However, it will likely be difficult to thoroughly support the programs, especially that of BP, without the input of operational costs from KPI and JICA, as can be seen now. The organization of UAJC has already grown to such a level that it is recognized as a common asset of both Japan and Ukraine, and there are several institutes (both in Japan and in Ukraine) that are showing interest in utilizing the organization of UAJC by funding it. The sustainability can be ensured by further promoting the collaboration with these institutes and by solidifying the center's financial basis. In addition, UAJC is one of the affiliated organizations of KPI, and the management, including the president of KPI, is repeatedly showing a strong commitment in the continuation of the program. This is based on the value of UAJC, which is now appraised as a common asset by the governments of both countries. The benefit of its existence is far greater than the risk of the operation of UAJC on a stand-alone basis, and it is believed that the proper evaluation and recognition of the value of UAJC by KPI is the key to the sustainability of the project.

3-3. Factors that promoted the realization of effects

(1) Factors related to planning

The activities of MUP are roughly divided into the charged regular cultural classes and other general events free of charge. This categorization is made intentionally, and as a result, MUP is contributing in fulfilling the different needs related to intellectual interest and in generating many repeated participants.

(2) Factors related to the implementation process

As of 2009, which was the midway point of the project period, UAJC developed many business programs through industrial groups, such as the association of furniture makers and project administration associations, and took measures to respond to the needs of these industrial groups. Also, by obtaining support from related organizations, such as SCURPE, UAJC also made efforts to dispatch BP lecturers to local cities. As a result of successfully fulfilling the needs of the industrial quarters in these ways, the BP provided by UAJC is enjoying ongoing success that includes seminars for which an attendance fee is required.

Since April 2009, (under the policy shown by the new project leader), the annual work plan clearly was changed to state clearly the person in charge of each activity. At the same time, the personnel appraisal for center staff was changed from capability assessment to performance assessment. It is considered that these methods related to organizational management resulted in the improvement of project efficiency.

3-4. Factors that impeded realization of effects

(1) Factors related to planning

The construction of the new building for UAJC operation that was planned by KPI before the start of the project has not been completed even though the project is about to finish. Instead, the office, seminar room and a library room on the 4th floor of the central library were utilized. There were no impediments serious enough to hinder the planned use of the facilities. The delay in the construction of the new building is due to budgetary problems of the Ukrainian government, and is unavoidable considering the financial difficulty the national government is facing because of the Lehman Shock, which occurred in the autumn of 2008.

The current organizational system of UAJC is formulated mainly for the purpose of adequately implementing JICA technical cooperation. Therefore, the current organizational system including the personnel management and accounting system should be reviewed and reconstructed after the termination of the project.

(2) Factors related to the implementation process

Nothing in particular

3-5. Conclusion

As a result of the evaluation according to the five criteria, the project is found to have high relevance, effectiveness, efficiency and impact. It can be especially evaluated highly that it already exerts a ripple effect in a wide range of areas. With the further involvement and efforts of the related institutions both in Japan and in Ukraine, the financial and organizational sustainability can also be ensured. Since the start of the project, BP, MUP and JLC programs accepted more than 60,000 participants in total. UAJC contributed to the development of human resources necessary for the economic development of Ukraine, and is also working as the center indispensable for promoting mutual understanding and cooperation between Japan and Ukraine. In terms of the achievement level judged from related indices, it is judged that the project purpose has been sufficiently achieved before the end of the project.

3-6. Recommendations

In order for the function of UAJC to be maintained even after the termination of the project, further efforts should be made by all the stakeholders of UAJC in both Ukraine and Japan to identify the methods necessary for keeping UAJC in business. The possible necessary methods are given below as recommendations.

- (1) Each stakeholder should mutually confirm the involvement and contribution in UAJC after the termination of the project, and should formulate an agreement on the size and scope of future UAJC activities by 4 months before the termination of the project at the latest.
- (2) According to the above agreement, an optimal and feasible organizational plan for UAJC management should be formulated by KIP. At the same time, the related institutes should identify issues accompanying the handover of the UAJC and solutions thereof.

3-7. Lessons learned

The BP originally implemented mainly the management training by focusing on the development of human resources contributing in the transition to a market economy. However, because competition among institutes and organizations engaged in similar businesses is very keen in Ukraine, merely opening the basic course for management training was insufficient to attract trainees. Thus, UAJC developed BPs fulfilling the needs of

the industrial groups by obtaining cooperation from these groups. This change of policy resulted in succeeding to attract many participants. The timely implementation of activities considering the local environment and needs resulted in attracting participants, so the flexible change of plans was effective.