

Country Name	<b>The Ukraine-Japan Center Project</b>																
Ukraine																	
<b>I. Project Outline</b>																	
Background	<p>Since becoming independent in 1991 due to the dissolution of the Soviet Union, Ukraine aimed to transit to market economy and improve productivity as urgent tasks. At the same time, there was the idea to establish the Japan Center<sup>2</sup> as the base for training practitioners who promotes transitioning to a market economy and realize “aid with a Japanese flag” in Asian and former Soviet Union countries on the road to a market economy. For the purpose of promoting economic reform toward a market economy which the government of Ukraine aimed at, as well as assisting human resources development in economic front, the Ukraine-Japan Center (hereinafter referred to as “UAJC”) was established in January 1999 on the basis of the execution of memorandum between the Cooperation Committee<sup>3</sup> and the government of Ukraine in 1997. With the abolishment of the Cooperation Committee in 2003, discussion commenced regarding a possibility to implement JICA technical cooperation project in UAJC between the Ministry of Foreign Affairs of Japan and JICA. Following the agreement of technical cooperation between Japan and Ukraine in 2004, the project was implemented in May 2006 as five-year cooperation for the future economic development of Ukraine, as well as to promote amicable relations between both countries.</p>																
Objectives of the Project	<p>The project aimed to develop a UAJC implementation structure for a business program, Japanese language courses, and mutual understanding promotion activities<sup>4</sup>, as well as to exchange information in both directions and develop the structure for autonomous operation of the UAJC. By doing so, the project sought for UAJC to carry out integrative functions of “human resources development for economic growth and promotion of exchanges of both countries” as well as promotion of cooperation by those functions.</p> <p>1. Overall Goal: UAJC is established for further promotion of economic growth of Ukraine and Japan-Ukraine cooperation in various areas.</p> <p>2. Project Purpose: The system is developed to ensure that UAJC carried out both functions of “human resources development for economic growth of Ukraine” and “promotion of mutual understanding and cooperation between Ukraine and Japan in social, economic, academic and cultural aspects” and UAJC exercises its responsibility.</p>																
Activities of the Project	<p>1. Project site: Kyiv</p> <p>2. Main activities: Implementation of business program, Japanese language courses, mutual understanding promotion activities. Development of UAJC autonomous implementation structure.</p> <p>3. Inputs (to carry out above activities)</p> <table border="0"> <tr> <td>Japanese Side</td> <td>Ukrainian Side</td> </tr> <tr> <td>1) Long-term Experts: 6 persons</td> <td>1) Counterparts allocated: 3 persons (Director, Vice-director, Accountant)</td> </tr> <tr> <td>2) Short-term Experts: 17 persons</td> <td>2) Land and facility :UAJC facility (KPI Library building)</td> </tr> <tr> <td>3) Trainees received: 92 persons</td> <td>3) Operation cost : 60 million yen</td> </tr> <tr> <td>4) Equipment: Audiovisual equipment, copy machine, PC, books</td> <td></td> </tr> <tr> <td>5) Local operation cost</td> <td></td> </tr> </table>					Japanese Side	Ukrainian Side	1) Long-term Experts: 6 persons	1) Counterparts allocated: 3 persons (Director, Vice-director, Accountant)	2) Short-term Experts: 17 persons	2) Land and facility :UAJC facility (KPI Library building)	3) Trainees received: 92 persons	3) Operation cost : 60 million yen	4) Equipment: Audiovisual equipment, copy machine, PC, books		5) Local operation cost	
Japanese Side	Ukrainian Side																
1) Long-term Experts: 6 persons	1) Counterparts allocated: 3 persons (Director, Vice-director, Accountant)																
2) Short-term Experts: 17 persons	2) Land and facility :UAJC facility (KPI Library building)																
3) Trainees received: 92 persons	3) Operation cost : 60 million yen																
4) Equipment: Audiovisual equipment, copy machine, PC, books																	
5) Local operation cost																	
Ex-Ante Evaluation	2006	Project Period	May 2006 to May 2011	Project Cost	(ex-ante) 300 million yen (actual) 456 million yen												
Implementing Agency	Ministry of Economic Development and Trade Ministry of Education and Science Kyiv Polytechnic Institute (KPI)																
Cooperation Agency in Japan	Japanese language courses: The Japan Foundation																

<sup>1</sup> As FY2015 external ex-post evaluation, eleven projects related to the Japan Center (technical cooperation projects) in eight countries including the project were evaluated together. This aimed at not only ex-post evaluation of individual projects, but also comprehensive analysis of these projects in order to draw comprehensive and versatile lessons to further improve the Japan Center projects. Since the project cost was less than one billion yen, the ex-post evaluation was conducted in accordance with the internal evaluation method with the simplified field survey, and therefore, the report format for the internal evaluation was used.

<sup>2</sup> It is called “Japan Center” in general. There are ten Japan Centers that have been established in nine countries: Southeast Asia (Cambodia, Vietnam [Hanoi, Ho Chi Minh City], Myanmar and Laos), East and Central Asia (Mongolia, Uzbekistan Kazakhstan and Kyrgyz) and Ukraine.

<sup>3</sup> The Cooperation Committee is an international organization that was established in 1993 to provide humanitarian and technical assistance for former Soviet countries by the government of Japan and twelve former Soviet countries.

<sup>4</sup> Mutual understanding promotion activities in the UAJC include regular culture courses (calligraphy, *Ikebana* [Japanese flower arrangement], *Igo* [game of go], tea ceremony, etc.), Japanese movie shows, Japanese concerts, various types of symposiums, an overseas education fair and providing books and audiovisuals.

## II. Result of the Evaluation

< Special perspectives considered in the ex-post evaluation of Effectiveness/Impact >

- There are some indicators of the Project Purpose and Overall Goal that show overlap with each other or no quantitative targets setup. Without the target in indicators, it was not possible to fully verify the achievement against the plan, which is the basic principle in JICA evaluation. When some improvement was confirmed at the time of the ex-post evaluation by comparing the situations during the project period, it was positively evaluated as an achievement.

### 1 Relevance

<Consistency with the Development Policy of Ukraine at the time of Ex-ante Evaluation and Project Completion>

In “Strategy for Promoting International Technical Cooperation” (2005-2007), enhancing economic competitiveness and strengthening small and medium enterprises (SMEs) are mentioned as key policies. What is more, economic recession due to the financial crisis in 2008 encouraged the government of Ukraine to further transition to a market economy, as well as to integrate with the global economy as priority issues. From 2010 onward, the economy of Ukraine has gradually recovered through financial support from the International Monetary Fund (IMF). The “Economic Reform Program” (2010-2014) carried on efficient transition to a market economy as well. Hence, the project, which aimed to contribute to human resources development for economic development, had been highly relevant to the policies of Ukraine by the time of the project completion in 2011.

<Consistency with the Development Needs of Ukraine at the time of Ex-ante Evaluation and Project Completion >

While Ukraine promoted transitioning to a market economy, practical know-how of Japanese style management was highly demanded by SMEs, particularly in terms of enhancement on their market competitiveness. In addition, the Japanese Language Proficiency Test (JLPT) was newly conducted in Kyiv in 2005, with a growing number of Japanese language learners in Ukraine. UAJC, which was the only institute other than universities, was a hub of Japanese language education and culture and responded to the needs of people in Ukraine who were interested in Japan. At the time of project completion, interests toward not only traditional culture, but also *anime* and *manga* have been raised in Ukraine. Also, there were increasing needs for human resources development for transitioning to a market economy and improving the investment environment. Therefore, this project was consistent with the development needs of Ukraine.

Additionally, the joint statement on Japan-Ukraine Global Partnership made in January 2011 mentioned UAJC as President of Ukraine and Prime Minister of Japan recognized that UAJC should remain the important element of bilateral cooperation in the spheres of science and technology, trade and investment promotion, Japanese language training, mutual cultural enrichment, enhancing mutual understanding.

<Consistency with Japan’s ODA Policy at the time of Ex-ante Evaluation>

The “Project Finding Survey” by JICA conducted in 1997 and 2003 identified “Formulation of basic ground for economic development” and “Measures for improvement on industrial environment” as priority areas for assistance. The “Joint Statement on a New Partnership in the 21<sup>st</sup> Century between Japan and Ukraine” in 2005 also indicated the necessity of the implementation of the UAJC project as a part of economic assistance.

<Evaluation Result>

In light of the above, the relevance of the project is high.

### 2 Effectiveness/Impact

<Status of Achievement for the Project Purpose at the time of Project Completion>

The project achieved its purpose. During the project period, 6,000 and over participants in the business program, over 1,000 participants in the Japanese language courses, and over 60,000 participants in the mutual understanding promotion activities. Ninety percent and over of participants expressed satisfaction, which indicates that the center provided services to meet the needs of participants. Due to these, at the time of project completion, the center's implementing structure was established and its primarily integrated functions to promote social, economic, and cultural exchanges between Japan and Ukraine, were almost fulfilled.

<Continuation Status of Project Effects at the time of Ex-post Evaluation>

With the continuation of the Japanese language courses and activities on the promotion of mutual understanding, a high level of participant satisfaction is maintained. Also, local staff members are enhanced their capacity of operational management by their own initiative with the support of the experts sent by the Japan Foundation for operational management of the Japanese language courses (e.g., Japanese language courses management and curriculum design) and the mutual understanding promotion activities in connection with a spread of Japanese language education. On the other hand, the business program was discontinued while the future plan for the business program was not fully shared between both countries on the completion of the project (N.B. As of the ex-post evaluation, a part of the achievement, such as Japanese-style production and quality control technology, and its know-how diffusion, are utilized by NPO Kaizen Club<sup>5</sup>. For the impacts of NPO Kaizen Club, which is an independent body from UAJC and KPI, see <Other Impacts at the time of Ex-post Evaluation >.) Accordingly, the primary functions and structure to develop human resources contributing to Ukraine's economic growth are no more in UAJC and likewise UAJC is not serving its expected functions to promote social, economic, and cultural exchanges, specified in the project purpose at the time of the ex-post evaluation.

<Status of Achievement for Overall Goal at the time of Ex-post Evaluation>

The result of a beneficiary survey<sup>6</sup> of graduates in the business program, which was conducted at the ex-post evaluation, suggests that the project brought about positive outcomes, such as streamlining of business and improvement in productivity. With relation to the Japanese language courses and mutual understanding promotion activities, the center played a "bridging" role between Japan and Ukraine and almost attained the position as a basis for both countries' cooperation in various fields through activities contributing to promotion of mutual understanding as the Japanese language courses and Japanese culture promotion. On the other hand, a part of the overall goal, "Aims to promote further Japan-Ukraine cooperation in various fields including economic development" was partially achieved because the cooperation in the area of human resources development in business sector has hardly been continued with the termination of the business program.

<Other Impacts at the time of Ex-post Evaluation>

NPO Kaizen Club which was established in 2010, has continued their independent activities since the completion of the project and positive impacts such as streamlining of business and improvement in productivity were confirmed. The Kaizen Club organizes several seminars<sup>7</sup> on "5S"<sup>8</sup>, "Kaizen"<sup>9</sup>, and provides consultation services including "Strategic Management" and "Human Resource Management" so on to local companies. There is growing number of participants in the seminars, and a number of member enterprises have joined the Kaizen Club. Also the club had been receiving cooperation from one of the supporting companies for UAJC during the project period, JT International Company Ukraine and others until the time of ex-post evaluation and conducts the Kaizen Conference<sup>10</sup> (held once a year) with the Embassy of Japan and UAJC, various Kaizen seminars (10 to 20 times a year), and a Kaizen tour, which visits the sites of companies. Those activities intended to share and exchange experiences widely among Japanese and local companies in Ukraine are appreciated by many companies. JICA sent short-term experts (Kaizen) to Ukraine twice in fiscal year (FY) 2011 through UAJC and NPO Kaizen Club as a "follow-up cooperation" for UAJC project which aimed to assist SME's owners and corporate executives in Kyiv and other suburb cities. On the other hand, the involvement of the Japanese experts in the Kaizen Club was limited at the time of ex-post evaluation. Consequently, the quality of skills and services provided by the Kaizen Club are not equivalent to the services and contents provided by the business program at UAJC. In addition, another Kaizen Club in a furniture manufacturing association, which was established by the graduates, also conducts regular meetings to share study cases of Kaizen.

Apart from that, there is no negative impact observed on the natural environment, relocation of residents, and land acquisition.

<Evaluation Result>

In light of the above, the project achieved its purpose at the time of completion of the project. Out of three main programs, the Japanese language courses and activities of mutual understanding are continuing, although the business program was terminated at the time of completion of the project. Due to this circumstance, it can be evaluated as partially satisfactory in terms of continuity of project effect. Similarly, the center's function with the overall goal "to promote further Japan-Ukraine cooperation in various fields including

<sup>5</sup>At the time of ex-post evaluation, there are eight staff members and nine consultants (including full-time and part-time consultants) in NPO Kaizen Club. The club has 26 corporate members as of 2015. The club has been managed continuously by one of ex-staff members of the business program during the project period. According to documents provided by JICA as well as an interview with Japanese experts who engaged in this project, at the time of completion of the project NPO Kaizen Club was considered to take over the effects that produced by the business program such as methodologies for Japanese style production/quality control and its dissemination know-how. However, there has been no memorandum signed regarding handover of the program among UAJC, KPI and NPO Kaizen Club since the time of completion of the project until the time of ex-post evaluation. Although the club is located at the same floor as UAJC located in KPI library building, KPI regards the club as one of the tenants and the club's management is independent from either UAJC or KPI.(Interviews with KPI, UAJC and NPO Kaizen Club)

<sup>6</sup> The beneficiary survey which was conducted at the time of ex-post evaluation had interviews with seven in the business program and nine in the Japanese language courses.

<sup>7</sup> Some seminars are co-hosted by UAJC

<sup>8</sup> 5S is the methodology that demonstrates sort (Seiri), set in order (Seiton), standardize (Seiketsu), shine (Seiso), and sustain (Shituke), with the intent to improve efficiency and eliminate waste.

<sup>9</sup> Kaizen is a series of activities for reviewing work at production sites. Workers at the sites actively discuss measures for improvement and address the issues to improve productivity and secure safety. The concept can be applied not only to manufacturing but also to the service industry.

<sup>10</sup> "Kaizen Conference" has been organized by Kaizen Club once every year since 2014. The conference presents the cases of Kaizen demonstration by companies or individuals who trained, and they exchange opinions based on the presentations. A registration fee is charged, and over 200 participants attend every conference.

economic development” can also be considered partially achieved. Nevertheless, it is highlighted that NPO Kaizen Club had a positive impact on the widespread use of the Kaizen system. Therefore, the effectiveness/impact of the project are fair.

Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results																														
<p>(Project Purpose) The system is developed to ensure that UAJC carries out both the function of “human resources development for economic growth of Ukraine and “promotion of mutual understanding and cooperation between Ukraine and Japan in social economic and cultural aspects and UAJC exercises its responsibility.”</p>	<p>1. Number of participants and satisfaction level of participants regarding lecturers in the business program.</p>	<p>(Project completion) Achieved. Table: Number of participants in the business program (May 2006 – May 2011)</p> <table border="1" data-bbox="526 271 1401 338"> <thead> <tr> <th>Year</th> <th>2006</th> <th>2007</th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>No.</td> <td>404</td> <td>883</td> <td>1,521</td> <td>1,666</td> <td>1,905</td> <td>21</td> <td>6,400</td> </tr> </tbody> </table> <p>*Year is from January to December</p> <ul style="list-style-type: none"> <li>- Major courses (training): two- to three-day paid course. Main subjects were “human resources development/management,” “Japanese-style problem solving technique,” “strategic management,” and so on.</li> <li>- Major seminars: One-day free seminars were mainly conducted during the first half of the project. From 2009 onward, two-day paid seminars became the majority. Major subjects were “Japanese-style management (including 5S, Kaizen),” “production control,” “human resources development/management,” “marketing,” “agriculture sector development,” and so on.</li> <li>• According to the five scales of evaluation questionnaire conducted during the project period, over 90% of participants answered either “Very good” or “Good” after completion of the course (Documents provided by JICA).</li> <li>• From the beginning of the project to 2010, over 90% of participants answered that they were satisfied with the lecturer (no data available in 2011). (Terminal evaluation report and documents provided by UAJC.)</li> </ul> <p>(Ex-post Evaluation) Not Continued</p> <ul style="list-style-type: none"> <li>• Because the future plan for business program was not fully shared between Japan and Ukraine, the business program at UAJC was terminated at the time of completion of this project. Therefore no data available for the indicator 1.</li> <li>• From the completion of the project onward, UAJC has been one of the co-organizers for Kaizen open seminars (conducted several times a year) and a Kaizen Conference<sup>11</sup>, organized with an external organization (mainly NPO Kaizen Club). However, there is no practical presence of the UAJC in actual operation, but in publication activities and so on.</li> </ul> <p><b>【Reference】</b> Table: Number of participants in business program conducted by external organization and co-hosted by UAJC</p> <table border="1" data-bbox="526 1106 1326 1173"> <thead> <tr> <th>Year</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>No.</td> <td>396</td> <td>764</td> <td>387</td> <td>320</td> <td>582</td> <td>2,449</td> </tr> </tbody> </table> <p>Major subjects: “production control and quality control,” “production control in agriculture,” “Kaizen seminar” outside of Kyiv, “Kaizen seminar for small-scale business,” etc. One to two days’ duration</p>	Year	2006	2007	2008	2009	2010	2011	Total	No.	404	883	1,521	1,666	1,905	21	6,400	Year	2011	2012	2013	2014	2015	Total	No.	396	764	387	320	582	2,449
Year	2006	2007	2008	2009	2010	2011	Total																									
No.	404	883	1,521	1,666	1,905	21	6,400																									
Year	2011	2012	2013	2014	2015	Total																										
No.	396	764	387	320	582	2,449																										
	<p>2. Satisfaction level of participants in the Japanese language courses and seminars.</p>	<p>(Project completion) Achieved. Table: Number of students in Japanese language courses (class for upper/intermediate/elementary level and for children) (2006-2011)</p> <table border="1" data-bbox="526 1335 1437 1402"> <thead> <tr> <th>Year</th> <th>2006</th> <th>2007</th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>No.</td> <td>141</td> <td>168</td> <td>183</td> <td>197</td> <td>204</td> <td>259</td> <td>1,152</td> </tr> </tbody> </table> <p>*Year is from January to December. Because the cooperation period of this project was May 2006 to May 2011, the abovementioned total number of students shows a minor difference from the actual total number during the project period.</p> <ul style="list-style-type: none"> <li>• During the project period, the satisfaction rate of Japanese language courses and seminars by participants showed a range from 93% to 98%, which indicates a high reputation. (Documents provided by UAJC)</li> </ul> <p>(Ex-post Evaluation) Continued. Table: Number of students in Japanese language courses (2012-2015)</p> <table border="1" data-bbox="526 1655 1206 1722"> <thead> <tr> <th>Year</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>No.</td> <td>216</td> <td>231</td> <td>213</td> <td>314</td> <td>974</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• For enrollment in each course, according to the level, screening exams are conducted to select students. There have been around 300 applicants every year. (Each year, the one year long-term course can accommodate 20 to 25 students per class, and the elementary level has the most students. The short-term course lasts one to three months and includes set courses of preparation for JLPT and courses for children.)</li> <li>• The satisfaction rate of students in the Japanese language courses was 98% in 2012, 98% in 2013, 97% in 2014, and 98% in 2015, which are high marks.</li> <li>• The satisfaction rate of students in Japanese language seminars was 100% in 2011, 97% in 2012, 100% in 2013, 100% in 2014, and 93% in 2015. (Documents provided by the Japan Foundation)</li> </ul>	Year	2006	2007	2008	2009	2010	2011	Total	No.	141	168	183	197	204	259	1,152	Year	2012	2013	2014	2015	Total	No.	216	231	213	314	974		
Year	2006	2007	2008	2009	2010	2011	Total																									
No.	141	168	183	197	204	259	1,152																									
Year	2012	2013	2014	2015	Total																											
No.	216	231	213	314	974																											

<sup>11</sup> “Kaizen Conference” has been organized by Kaizen Club once every year since 2014. The conference presents the cases of Kaizen demonstration by companies or individuals who trained, and they exchange opinions based on the presentations. A registration fee is charged, and over 200 participants attend every conference.

	3. Number of cases which UAJC led to facilitating roles in business promotion, trade/investment, and academic exchange cooperation with universities and research institutes among the two countries through the business program.	<p>(Project completion) Achieved.</p> <ul style="list-style-type: none"> <li>According to a mid-term review report in 2008, there were two companies that partnered with Japanese companies (mainly manufacturing) and twelve companies that made progress in some extent of partnership with Japanese companies. (Termination evaluation report)</li> <li>An agreement of emission trading between the State Environmental Investment Agency of Ukraine (SEIA) and the New Energy and Industrial Technology Development Organization (NEDO) of Japan was made because of the “Energy saving seminar” conducted by UAJC. Also, in 2010 UAJC organized an orientation meeting about the “National Project” by the government of Ukraine for Japanese companies (eleven companies attended) in Ukraine to enhance business opportunities for both countries. The seminar explained projects for energy saving, railway construction, etc. and contributed to promoting business exchange.</li> <li>UAJC arranged business matching between Japan and Ukraine since UAJC was the only place to provide information about Japan other than the Embassy of Japan in Ukraine. UAJC assisted not only companies in Ukraine, but also companies in Japan that made inquiries from Japan. (Terminal Evaluation Report)</li> </ul> <p>(Ex-post Evaluation) Not continued.</p> <ul style="list-style-type: none"> <li>Due to the fact that there is no longer a business program at UAJC, there is no data available.</li> </ul>																												
	4. Number of cases which led to supporting activities for the Japanese language teacher network in Ukraine.	<p>(Project completion) Achieved.</p> <ul style="list-style-type: none"> <li>There is no record of the number of cases.</li> <li>There were several events co-organized by UAJC together with the Japanese language teachers association, such as “Japanese Speech Contest” and “Japanese Seminar,” during the project period. Various activities for teachers such as study meetings and speech contests were also organized by UAJC.</li> <li>UAJC provided rental meeting rooms and educational materials for the association.</li> </ul> <p>(Ex-post Evaluation) Continued.</p> <ul style="list-style-type: none"> <li>UAJC continues to provide rental meeting rooms and educational materials for the association.</li> </ul>																												
	5. Satisfaction level <sup>12</sup> of participants in mutual understanding promotion activities between Japan and Ukraine.	<p>(Project completion) Achieved.</p> <p>Table: Number of participants in mutual understanding events (including regular cultural class) (2006-2011)</p> <table border="1" data-bbox="534 1008 1436 1075"> <thead> <tr> <th>Year</th> <th>2006</th> <th>2007</th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>No.</td> <td>13,657</td> <td>5,101</td> <td>11,273</td> <td>9,983</td> <td>10,105</td> <td>13,301</td> <td>63,420</td> </tr> </tbody> </table> <p>*Year is from January to December. Because the cooperation period of this project was May 2006 to May 2011, the abovementioned total number of students shows a minor difference from the actual total number during the project period.</p> <ul style="list-style-type: none"> <li>The number of participants in regular culture courses (<i>Ikebana</i> [Japanese flower arrangement], tea ceremony, calligraphy, etc.) by the time of completion of the project was 847. What is more, a Japanese movie showing, a Japanese drum concert, and various symposiums were organized as a part of mutual understanding activities.</li> <li>Satisfaction rate of participants in regular culture courses was 96% to 100% during the project period. Satisfaction rate of participants in events for mutual understanding activities other than the regular culture courses was 95% to 99%. (Documents provided by UAJC)</li> </ul> <p>(Ex-post Evaluation) Continued</p> <p>Table: Number of participants in mutual understanding events (including regular cultural classes) (2012-2015)</p> <table border="1" data-bbox="534 1489 1204 1556"> <thead> <tr> <th>Year</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>19,591</td> <td>10,405</td> <td>28,447</td> <td>13,742</td> <td>72,185</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>There have been 680 participants in regular cultural classes from 2012 to 2015.</li> <li>Satisfaction rate of participants in regular culture courses was 96% to 98% from 2012 to 2015. Satisfaction rate of participants in events other than the regular culture courses was 93% to 98%.</li> </ul>	Year	2006	2007	2008	2009	2010	2011	Total	No.	13,657	5,101	11,273	9,983	10,105	13,301	63,420	Year	2012	2013	2014	2015	Total	No	19,591	10,405	28,447	13,742	72,185
Year	2006	2007	2008	2009	2010	2011	Total																							
No.	13,657	5,101	11,273	9,983	10,105	13,301	63,420																							
Year	2012	2013	2014	2015	Total																									
No	19,591	10,405	28,447	13,742	72,185																									
(Overall Goal) UAJC is established functions as a hub for further promotion of economic growth in Ukraine and Japan-Ukraine cooperation in various areas.	1. Number of people, enterprises, and organizations which led to an increase in benefits and efficiency by the matching activities through the UAJC.	<p>(Ex-post Evaluation) Partially achieved.</p> <ul style="list-style-type: none"> <li>There is no quantitative data available.</li> <li>As a result of the interview during the beneficiary survey at the time of ex-post evaluation, it is answered as below regarding improvement of work efficiency and productivity.</li> </ul> <p>*Some examples of the answers by interview</p> <ul style="list-style-type: none"> <li>Three months after 5S application at the site, improvement of efficiency has been recognized.</li> <li>Japanese style of 5S raised staff members’ motivations. Also, because of good reputation in applying Japanese-style methodology, new business opportunities arose.</li> <li>The quality of products has improved.</li> </ul>																												
	2. Number of cases which led to	<p>(Ex-post Evaluation) Achieved.</p> <ul style="list-style-type: none"> <li>There is no record of the cases.</li> </ul>																												

<sup>12</sup> The level of understanding was also set as an indicator with the level of satisfaction. However, there has been no record related to the level of understanding between the ex-ante evaluation and the terminal evaluation. In addition, it is assumed that the level of satisfaction is equivalent to the level of understanding in mutual understanding promotion activities. Thus, the level of understanding is removed from the indicators.

cooperation/exchange programs among the citizens between the two countries.	<ul style="list-style-type: none"> <li>• <i>Bon Odori</i> (Japanese Bon dance) group was launched by students who participated in the Japanese language courses and regular culture courses in 2007. They have continued their activities.</li> <li>• An overseas education fair, a <i>Haiku</i> (Japanese poem) club, and a “Japanese day” event that introduces Japanese culture have been regularly conducted.</li> <li>• Ukrainian who are interested in Japan, as well as Japanese living in Ukraine, visit UAJC more. It is becoming a place for cultural exchange. (Interview with UAJC)</li> </ul>
3. Degree of recognition of UAJC.	<p>(Ex-post Evaluation) Achieved.</p> <ul style="list-style-type: none"> <li>• In the “Joint Statement on Japan-Ukraine Global Partnership” announced in January 2011, UAJC was highly appreciated by both countries and it was pointed out that technical transfer through the business program was very useful.</li> <li>• In a beneficiary survey of 16 graduates in total, seven from the business program and nine from the Japanese language courses, regarding understanding the degree of recognition of the UAJC in general, eleven graduates answered “well recognized among Japanese language learners,” six graduates answered “recognized to some extent among people in the city,” one graduate answered “well recognized by business people,” and eight graduates answered “recognized to some extent by business people.” (Results of beneficiary survey at the time of ex-post evaluation).</li> <li>• Interviews with students in the Japanese language courses at the time of ex-post evaluation provided the answers below.  “UAJC is not as popular as the Japanese language department in universities. But UAJC is the only school other than university where we can learn the Japanese language.”  “The quality of staff, lecturers, and course curriculum is high.”  “There are events or classes about Japanese culture, history, custom, and tradition, and many things to learn.”</li> </ul>

Sources: Documents provided by UAJC, interviews with UAJC, documents provided by JICA, terminal evaluation report, beneficiary survey, and interview with NPO Kaizen Club

### 3 Efficiency

The project period was as planned, but the project cost exceeded the plan because more seminars on new themes were conducted than planned, as well as more training in Japan and provision of equipment (ratio against the plan: 100% and 152%, respectively).

Therefore, the efficiency of the project is fair.

### 4 Sustainability

<Policy Aspect>

At the time of ex-post evaluation, economic reforms were the priority of Ukraine, and the “2016 Action Plan” by the government of Ukraine targets stabilization of economy and improvement of business environment for promoting investment. Japan’s ODA policy for Ukraine (March 2013) states that UAJC is positioned as an important component for Japan-Ukraine cooperation in the “Joint Statement on Japan-Ukraine Global Partnership (January 2011)”. Moreover, in “The Agreement between Japan-Ukraine for the Promotion and Protection Investment (the Japan-Ukraine Investment Agreement),” signed in February 2015, further human exchange and economic development related to investment for both countries is expected. As mentioned above, sustainability in terms of the policy aspect is high.

<Institutional Aspect>

As a part of the international department of KPI, under supervision of an Ukrainian director-general, who was sent by KPI, local staff members in the Japanese language courses (two operators/lecturers, one part-time Japanese staff member locally hired, and nine lecturers), in the cultural program (mutual understanding promotion activities) (two operators and eight lecturers), in administration (two persons), and in the library (two persons) have managed each activity with support from one Japanese expert dispatched from the Japan Foundation. Local staff members in the Japanese language courses and programs for promoting mutual understanding, which assist in promoting the Japanese language, have developed their capacity under the supervision of experts from the Japan Foundation and provide high-quality services stably. On the other hand, the implementation structure of the business program at UAJC was terminated at the same time as this project was completed. As a co-organizer, UAJC still joins business-related seminars – but is not practically involved – that NPO Kaizen Club and other external organizations conduct.

<Technical Aspect>

It has been seen that capacity building of local staff members during the project period in operation of the Japanese language courses and promoting mutual understanding programs is well developed. Also, there has been a certain number of participants in the courses of the UAJC. It is judged that technical sustainability in operation has been established. The Japanese language courses highly satisfied students with the support of Japanese experts from the Japan Foundation, as well as monitoring and training by local managers. However, as mentioned above, the business program was terminated at the time of this project’s completion. Some methodologies and know-how that UAJC used to teach are still applied by NPO Kaizen Club.

<Financial Aspect>

After completion of the project in 2011, there has been no revenue from the business program. Thus, the total revenue of the UAJC consists of self-generated income (the Japanese language courses, regular cultural lectures, membership, etc.), allocation from KPI, and others (including allocation from the Japan Foundation), according to an interview with the UAJC. After the project completion, the self-generated income has been decreased while its peak reached in 2013. Because the balance, which exceeded the self-generated income of the UAJC, is covered by allocation from KPI and others, it is judged that sustainability in terms of the financial aspect is not assured.

<Evaluation Result>

In light of the above, although sustainability in the policy aspect is high, institutional and technical aspect of the sustainability are fair due to the termination of the services of the business program. Furthermore, in financial aspect the self-generated income has decreased after reaching a peak in 2013. The expenditures which exceed the self-generated income have been covered by allocation from KPI and other incomes.

Therefore, the sustainability of the project effects is fair.

5 Summary of the Evaluation

The project achieved its purpose by the implementation of the program at the time of project completion. In terms of continuity of project effect, a partial effect on the project can be demonstrated because of the discontinuation of the business program, out of three primary programs accompanied by the expiry of this project, while the remaining two programs (the Japanese language courses and mutual understanding promotion activities) are continuing at the time of ex-post evaluation. Thus, the UAJC’s function is served partially as bases that are expected to contribute to the overall goal of “facilitation of Ukraine’s economic growth and the exchanges between Japan and Ukraine in various fields.” On the other hand, some positive impacts, including improvement of companies’ operational efficiency and productivity and activities of NPO Kaizen Club established during the project, can be confirmed. For the reasons mentioned above, the effectiveness and impact of the project are determined to be fair. Without the business program, which used to be one of the three main programs, both the institutional and technical sustainability of the project can also be evaluated as fair,

Table: Revenue and expenditure during 2010-2011 (thousand yen)

FY	2010	2011 (Until May)
UAJC self-generated income	9,713	781
(Income from business program)	3,658	617
(Income from Japanese language courses)	3,870	40
(Income from mutual understanding promotion activities)	1,255	87
(Others)	928	35
JICA local operation cost	22,889	2,569
Allocation from KPI	9,856	1,773
Total Revenue	42,458	5,123
Total Expenditure	37,465	5,298
Balance	4,993	△175

Table: Revenue and expenditure after completion of the project (thousand yen)

FY	2012	2013	2014	2015
UAJC self-generated income	7,710	8,372	6,490	4,719
(Income from tuition)	7,556	8,190	6,228	4,653
(Income from membership)	154	182	262	66
Allocation from KPI	1,992	3,276	2,694	708
Others*	11,625	12,704	15,707	14,689
Total Revenue	21,327	24,352	24,891	20,116
Total Expenditure	21,327	24,352	24,891	20,116
Balance	0	0	0	0

(Source) Documents provided by UAJC and JICA.

\* “Others” mentioned on the table “Revenue and expenditure after completion of the project” includes not only support from the Japan Foundation but also income from dispatching lecturers for cultural programs, as well as a Kimono rental service. The breakdown of that income was not available at the time of ex-post evaluation, and it is a small amount. For that reason, “UAJC self-generated income” only includes income from tuition and membership and excludes the small income on the table.

Note: Years are the fiscal years (April to March). The above figures are rounded down to the nearest thousand, and some figures do not add up.

although a high level of sustainability is observed from policy aspects. As for financial aspects, the center is operated not only by self-generated income but also funded by financial contributions from KPI and other financial resources. The sustainability of project effect, therefore, is considered to be fair. Regarding the efficiency, the project cost exceeded the planned.

Considering all of the above points, this project is evaluated to be partially satisfactory.

### III. Recommendations & Lessons Learned

Recommendations for implementing agency:

- Business-related seminars by external agencies such as the Embassy of Japan in Ukraine, local enterprises, and the NPO Kaizen Club were continuously provided on irregular base even at the time of ex-post evaluation although UAJC joined as a co-hosted organization. For further increase of the UAJC's presence and recognition in business field, active and continued cooperation with these external institutions is highly recommended.

Recommendation for JICA:

- It is assumed that UAJC, as a part of KPI, potentially serves a considerable role as a basis for industry-academia-government collaboration, technology innovation, and business networking, while UAJC no longer has its function to conduct the business program. Japan's assistance to Ukraine, particularly in industrial development toward Ukraine's market economy and capacity development of business persons, has a high demand in Ukraine. It is expected to be considered on Japan's assistance for KPI and UAJC in the fields of science, technology, and industrial development to the extent possible.

Lesson learned for JICA:

- Along with the completion of this project, the business program and its services by UAJC have been terminated. UAJC was financially dependent on JICA during the project. After the completion of the project, both Japan and Ukraine sides did not fully share view of future plan for business program. Under this circumstance it became difficult to operate the business program, one of three important components of the UAJC project. Regarding the utilization of achievement after the completion, it is believed that continuity of the project effect and project sustainability were affected by ambiguous arrangement, for example, succession of business property such as textbooks and the dissemination method of the business know-how. An exit strategy is recognized as one of the issues of all ongoing Japan Center projects in each country. Nevertheless, it is indispensable to establish a sustainable management model (e.g., strengthening of partnerships with external agencies, including private enterprises) with a profit-oriented mindset during the planning process and project implementation stage to maintain the sustainability of technical and financial situations in order to maintain outcomes of the Japan Centers which generate various effects and positive impacts.



(Building of the library in KPI, where the UAJC is located)



(Entrance of the library in the UAJC )



**Opinion of JICA Operations Department on Ex-post Evaluation of  
“The Ukraine-Japan Center Project”**

**Sustainable Model of Business Human Resource Development  
(Relating to 2. Effectiveness/Impact of the Ex-post Evaluation Report)**

Regarding “Other Impacts at the time of Ex-post Evaluation”, although it is mentioned that NPO Kaizen Club (hereinafter referred to as “Kaizen Club”) is conducting various Kaizen program/services, it is concluded that current involvement of Japanese Expert is limited and the content of the program is not equivalent to the program conducted during the Project period; thus, comprehensive evaluation of Kaizen Club is not necessarily affirmative.

However, as shown in the table below, number of Kaizen Club corporate members and participants of Kaizen services are increasing, which indicates that Kaizen Club is contributing to the introduction of Kaizen to companies in Ukraine. From the perspective of Ukraine’s business human resource development, it is remarkable that Kaizen Club is providing such services with financial sustainability.

Considering that it is generally difficult to develop advanced business human resource in emerging countries while maintaining financial and technical sustainability, we think we need to positively evaluate the fact that Kaizen Club is valued by companies with business sustainability in Ukraine, whose economy transformed into market economy recently. Although Kaizen Club is not the successor of the business program of this Project, it will be worth considering for JICA, when preparing an exit strategy of similar business human resource development project, to make it one of the options to succeed business program to private organization similar to Kaizen Club.

Table 1. Participants of Kaizen Conference(s) and Kaizen Tour(s)

	Kaizen Conference(s)		Kaizen Tour(s)	
	Persons	Corporates	Persons	Corporates
2014	136	45	195	19
2015	158	56	278	61

Source: Answer from Kaizen Club to Questionnaire under Ex-post Evaluation

Table 2. Number of Kaizen Club Corporate Members

Fiscal Year	2011	2012	2013	2014	2015
Corporates	6	14	19	23	26

Source: Answer from Kaizen Club to Questionnaire under Ex-post Evaluation

End