

## IMPROVEMENT OF HUMAN RESOURCE DEVELOPMENT SYSTEM OF STATE TAX SERVICE OF THE KYRGYZ REPUBLIC

### JICA Technical Cooperation Project

#### 1. Project Framework

- (1) **Signed document and date:** Record of discussion, October 26, 2016.
- (2) **Period of the project:** August 2017 – August 2020
- (3) **Project Budget:**
- (4) **Counterpart organization(s):** the State Tax Service under the Government of the Kyrgyz Republic
- (5) **Project site(s):** The Kyrgyz Republic

#### 2. Project Summary

- (1) **Project Goals:** Performance capability of the STS staff is enhanced through the establishment of the human resource development system.
- (2) **Background:** There are 2,256 staff works in an organization responsible for collection and administration of state taxes in the Kyrgyz Republic, STS; the staff is distributed among 63 branch offices around the country. The tax system is being changed from time to time. The most recent change is related to the accession of the Kyrgyz Republic to the Eurasian Economic Union in August in 2015. In such circumstances, upgrading knowledge and skills of STS staff, especially those, working in remote areas, becomes a serious challenge for STS. However, the training center of the STS itself needs to be improved and capacitated, since skills and knowledge of staff working there regarding development of trainings curricular, teaching materials are very limited, so implementation of the effective training become a very challenging task.  
In addition, since the Kyrgyz Republic is a country, which is occupied 98% of its territory by mountains, besides it's divided to north and south by high mountains ranges of 4,000m above the sea, the access to remote areas is not easy. Therefore, in order to raise training opportunities for staff working in such remote areas, it was decided to introduce and implement e-learning system, which was secured in the "Development Strategy of the STS for 2015-2017". In addition, importance of education of the future taxpayers – a young generation – is also strengthened in the Strategy.
- (3) **Activities:**
  - 1-1 To conduct a baseline survey on the existing human resource development plan.
  - 1-2 To elaborate a draft human resource development plan (training system, implementation and management system, evaluation of training and feedback method, etc.), based on the results of the baseline survey.
  - 1-3 To finalize a draft human resource development plan, and submit the draft plan to the STS Chairman.
  - 1-4 To make recommendations to the STS Chairman so that the essence of the human resource development plan shall be included in the "Development Strategy of the STS for 2018-2020".
  - 1-5 To manage progress of an implementation of the human resource development plan.
  - 1-6 To revise the human resource development plan, based on the results of pilot training activities (activities of the output 2).
  - 2-1 To conduct a baseline survey regarding to the existing staff training curriculum and teaching materials.
  - 2-2 To discuss the draft plan on training module\*\*, based on the results of the baseline survey, and to identify the pilot training courses.
  - 2-3 To establish a distance education system.
  - 2-4 To revise and/or create training manuals and materials, based on the draft training module.
  - 2-5 To conduct trainings for instructors and staff of IT systems' management.
  - 2-6 To conduct pilot training activities for STS staff, applied with a PDCA (plan, do, check, act) cycle.

\*\*\* Each and all activities are realized by the working group of the Project.

**(4) Outputs:**

Output 1: A human resource development plan of the STS is elaborated.

Output 2: Training modules\*\* for the STS staff, including distance education system, are developed and pilot training activities are carried out.

\*\* The training module is composed of a training curriculum, teaching materials and manuals, which will be developed for each training course.

**3. Photo**

