

5. Center for Economic Research での講義資料

Policies for Poverty Reduction

Lessons from Experiences

Osamu Yasuda

World Wide Consensus

1 When president Kennedy proposed to establish the United Nations Decade for Development, he stated that in 10 years there would be no families who are worrying about bread for tomorrow. Many years have passed since then, however, the idea of the president has not realized. The number of families in poverty and the poverty ratio are increasing. The Kennedy's idea was not realized in 20th century. Are there any who think his idea would be realized in this 21 century?

2 However, the world did not forget Kennedy's idea, international community had made strenuous effort to reduce the number of poor people and poverty ratio. Advanced countries had allocated huge amount of aids to developing countries. Various international organizations also have contributed a lot for alleviation of poverty, assisting developing countries through financing and giving several policies advises. Perhaps, 20th century should be memorized as a century of NGOs. Without having Members of NGOs activities, there may be more poor people and more sad people, in our society. Also, it should be remembered many developing countries made their own effort.

3 Remarkable advancements were made by the DAC of OECD and the United Nations. The former issued the future policy programs and the later published the millennium address. Both policies had a similar target, that in 15 years or so, poverty ratio should be halved. These are the second editions of Kennedy's idea. Therefore, looking back the past and looking at the present situation, we can conclude that poverty alleviation, or at least reduction is a consensus of the world.

Experiences in Japan

4 The point is, however, in spite of these various activities, the poverty ratio is increasing. And the income and wealth discrepancy of the rich and the poor is widening. There are many opinions about this unhappy reality. One may say that ODA supports from advanced countries are not enough. ODA projects might not prepared and planned well, and that implementation of ODA may have several problems. Others may say that policy recommendation by international institutions has not been good.

5 To the contrary, some observers may conclude that developing countries have not made enough self-help effort for reducing the poverty. They lacked institutional ability for implementing aid projects. 'Ownership' in developing countries should be stressed more.

6 There are different viewpoints, so all of these comments are correct. However, whether comments are correct or not, existence of poverty is a reality. What we have to think about is not making a comment, but making proposals for action. Here are our experiences that may contribute to make action-oriented proposals for various countries.

7 Japan, when the Second World War ended, was chaos. An American soldier put it as endless graveyards. Almost all cities were burned down by air bomb from the Pacific. Japanese economy completely damaged.

8 Without having enough food and shelter, wearing dirty cloth, the Japanese seemed to have lost hopes for the future. At that time, the Allied Forces, or Occupation Army made strict policies to the occupied Japan. The Japanese economy should not be modernized again, in order not giving Japan a chance to fight the allied forces again.

9 Several young government officers discussed the future of Japan, reaching one conclusion that our country should be peace and prosperous through increasing exports and industrialization. Peaceful society might be created through full employment.

10 Japanese government issued several policies for unemployment. One of those was a policy nicknamed as Ni/ko/yon project. Labor offices gave unemployed people a manual work for various infrastructure projects such as road constructions. Daily wage was fixed to 254 (Ni/ko/yon) yen a day or about 70 cents (at that time, \$1=360 yen).

11 This created a substantial effect on the society. After getting a job, unemployed people could enjoy stable life, even if his wage was very low. Gradually roads were repaired and some of them were paved. Problem was a limited budget. Not all of unemployed were rescued, therefore it was very important for the authority to treat unemployed people equally, keeping correct record for job allocation. More important thing was an acquisition of skills. Former soldiers and landless farmers learned how to operate construction machines. Through doing works their skills became higher and higher. Later Ni/ko/yon workers turned to be excellent engineers.

12 A policy for development of frontier field was implemented. The authority gave government land, not yet cultivated, to families who were willing to be farmers. Main idea of this policy was that creating independent farmers, thus increasing food production. Unemployment and poverty family might be decreased and inflation would be subsided. Making a group, many families joined this project. However, allocated land was not easy to cultivate such as mountainous or remote area. With a small amount of subsidy, they had a difficult time for cultivation, however, almost all projects turned out to be a success, creating family like villages.

13 There are no questions about the importance of savings and investments for economic development, therefore for poverty alleviations. However important they are, the poor could not save much. The poor could not save more, therefore investments in developing countries tend to be low.

14 In poor Japan, school children solved this problem. Right after the war, school children started their own bank activities in school. President of the bank was a 6-year grade student and bankers were 5 and 6 grade children. Once or twice in a week, they opened offices, accepted deposits and withdraw them. Amount of deposits were, of course, small, but children were delighted to gather to bank office having their candy money and reward for good records of tests.

15 School banks had unexpected fruits, children studied hard, since good records could increase candy money for award and their deposit, which in the future they can buy bicycles or a set of chess. Another fruit was a lesson to their parents, saving habits spread over cities and villages. Looking at saving habit of their children, parents began to refrain from spending unnecessary expenditure and save money for the future.

Experiences in Southeast Asian Countries

16 Once, countries in Southeast Asian were referred to as an area of Poor and Stagnant. After the Second World War, they declared independence from former colonial powers. First step for newly independent countries was an establishment of modernized government and training of officers.

17 The World Bank made a splendid suggestion to the government of Thailand, as an answer to Thai's request for finance. According to the Bank, borrowed money would be wasted, if government of Thailand made no change in all of bureaucracy, before asking money, there were plenty things to do. Government sectors to be modernized, officers to be trained, and government owned companies to be privatized. Similar proposals were issued to the Malaysian government.

Somebody might anger to such opinions of outsiders, since there were so many strong sentences against both countries and there were scornful words.

18 However, both countries accepted such strong words, and tried to follow these advices. Checked institutional structures and capability of bureaucrats, the governments started to make economic plans and implement investment policies.

19 Dr.Seni was an ambassador to the United States during the Second World War and initiated the 'Free Thai Movement against Japanese military forces' which saved the country. He was appointed as prime minister 1975, when the Vietnam war was ended. As a prime minister he initiated the so-called 'Tan-bon projects', allocated one million baths to all villages and towns in order to give poor people a job and to construct various infrastructure necessary to their local people.

20 Dr.Seni's ideal projects, similar to Japan's Ni/ko/yon project, were not successful enough. One of the reasons was his resignation from the premiership, since he was not elected as a representatives of lower house. An implementation period of the projects was too implemented that remarkable effects were not recognized. Moreover, rumor had it that much money was vanished.

21 In Thailand many 'development monks' are emerging. Traditionally, Buddhist monks were requested not to carry out any social events and not to have any relationship to social life, just dependent on people' mercy. However, seeing many problems created by economic growth, monks started to make contributions to the society. Saving poor families and constructing homes for AID carriers, monks begin to organize villagers for improving traditional products and introducing new items for production. Because of the fact that they violated strict commandment of Buddhist society, monks had to gave up their membership of monk society, before being expelled from the society, SANGA.

22 Under the leadership of development monks, villagers made ponds for fish and dikes for water and the likes. Thanks to fresh water from nearby ponds, health condition of farmers improved substantially. As they introduced newly product items such as vegetables, villagers found new sources of income.

23 Thailand is famous that she had recorded high growth through industrialization, but also famous of congestion in the cities and air pollution. Thailand is a wonderful model of high growth and a model of losing traditional beauty. In this cense, activities of development monks are

referred to as an excellent model of 'alternative developments' initiated by Buddhists.

24 It is important that ideas of Monks' alternative development and Dr. Seni's 'Tan-bon projects' were the same, that is, let villagers help themselves, let them think about the future and not ask any help from others. Although prime minister Seni's trial was not successful, monks activities are proving a success, creating substantial effect to the society as a whole and Buddhist society.

25 Even in Europe, Malaysian premier Dr. Mahathir may be famous. He is a good statesman as well as a good economist. Putting importance on poverty alleviation, he stressed the importance on harmonic co-existence among Malays, Chinese-Malaysian and Indian-Malaysian. According to him, there might be some conflicts among races, however, for the time being, let forget fighting and concentrating all energies on improving our own level of life. Discussions are to be made after becoming rich. This tactics proved success. When average income was low, conflicts and fighting were everywhere, but when their standard of living became higher and higher, they forgot to fight.

26 Facing at strong accusations against various authorities for red-tapes and inefficiency from foreigners, prime minister ordered all ministries and agencies to check work ethics of officers, then ordered further to install time keeping machines in government offices. He was the first who used the time keeping machines. After him, all officer kept time strictly and worked harder than before. Red-tapes were gradually disappeared.

27 Thailand and Malaysia learned a lot from others and did not hesitate to change themselves accordingly. Higher educated officers, having higher working morale, improved institutional capability. They started to make social and economic development plans including foreign investment promotion policies. It was a fact that main points of investment policy and economic plans in ASEAN seemed same, however, all countries walked different ways but the same direction. Industrialization and modernization of their society were their target for the future. But due to diversified history and culture, every country took different policies.

28 Modernized public sector could assist the private sectors. Both governments put a special importance on inviting foreign investments and tried to stimulate entrepreneurships of domestic private sectors. Take farmers for example, they followed instructions of middlemen to diversify agriculture production. Farmers were poor when they depended only on rice production, however, they got more money through growing maize, tapioca and sugar cane for exports. Capitalists who

had invested only in real estate and finance projects began to invest in manufacturing sectors. Escape route from poverty was created by initiatives and entrepreneurships of the people, led by modernized governments.

Theory and Practices

29 All of them, mentioned here, are not a theory at all, being a short list of examples in limited countries. Many more examples can be added to that. However, reading documents on theory and proposing another theory cannot solve any problems. Excellent people may construct new theories, but it should be understood that a daily life of ordinary people constitute economic activities. They do not know anything about theories, just leading own life. Without giving them an incentive, no governments could solve such difficult problem as poverty reduction.

30 Wonderful theories have it that it is very important to give the poor chances or opportunities for participating in social and economic activities. Problem is, however, how to make them participate in various activities. There are discussions about social safety net. However, countries suffering from poverty may not have enough budgets for safety net. In order to expand safety net, governments have to raise tax rate and increase several official charges for public goods. As there are beautiful theories, concrete measures should be created and addressed to the poor.

31 At present, refugee problems are widely discussed. The best scenario is not to increase the number of refugees, however, present world situation cannot prevent from creating them. So, there is a need to settle and expand many refugee camps putting a huge amount of aid. Refugees used to participate social and economic activities, in their homeland and deprived off all of assets and jobs. Very important point is, in refugee camp, can they find out jobs? Are we robbing them of opportunities, forcing to just depend on aid? Their participation should be welcomed, otherwise amount of aid money would increase like skyrocket.

32 When Japan send some soldiers to overseas for the first time after the end of the second world war as peace keeping operations to Cambodia, I wrote a small paper on a newspaper, saying that in order to recover to normalcy NI/ko/yon system was to be implemented in Cambodia. Notebooks and pencils were to be distributed to all government officers and jobs for infrastructure construction are to be distributed to Cambodian people. Using notebooks and pencils, officers should keep correct information about names, working hours and performance of them. Various information are to be recorded, about who joined road repair jobs, how long and how hard did they worked. Doing so, government officers would learn how to keep books, how to manage workers. Also, ordinary Cambodian people, who knew how to use machine guns, but did not know how to

operate construction machines, would master fundamental skills for repair and construction of road. Their skills would be very important for the future of the country. Of course, nobody noticed my humble notes.

33 In Cambodia, there are beautiful institutions and systems. In 1993 'Council for Development of Cambodia' was established and in 1994 'National Program to Rehabilitate and Development' and annual 'Public Investment Plans' were published since 1996. It is said that the government is making a strict control on infrastructure projects, since using ODA money should accumulate debt burdens and substantial local cost should be needed. It seems fortunate that 29 countries are giving some kind of bilateral aid, 4 international financial institutes are supporting the country financially and 341 NGOs are conducting various support programs. But too many projects and too much ODA give a substantial trouble among Cambodia officers. Lack of knowledge and experiences made difficult for the government to scrutinize projects, to coordinate among implementing agencies. It is obvious that developing countries may lack suitable persons to establish policies, make plans and implement these. Recognizing importance of capability of government officers, ASEAN countries had tackled the same problems some years ago. However,

Conclusion

34 During 1960's and 70's Japan was second largest ODA recipient after India. Our highway system, huge domes and some projects of iron and steel industries were constructed by using ODA. Also, thanks to ODA, member countries of ASEAN registered substantial growth, reducing the poverty ratio. All of these countries, including Japan, were very poor. Receiving ODA gave a chance to make high economic growth.

35 All developing countries have to use ODA effectively. And in order to do so, all people, government officers, businessmen, farmers and workers should have chances for the future. Development policies should give people strong incentives to participate economic and social activities. It should be understood that safety net is not a complete solution.

36 Lastly, I shall stress the importance of dialogues. Many theorists are accusing that ASEAN and APEC do not make a substantial progress, since they do not have concrete jurisdiction. Contrary to EU, there are no common trade rules, no common agriculture policies and no unification currency. However, thanks to continuation of dialogue, ethnic and religious fighting was not seen. Before fighting, let level up our level of life, then we can discuss. This is wisdom of Asian way of thinking.

6. ウズベキスタン・日本人材開発センターでの講義資料

Economic Development in Japan

Osamu YASUDA

Professor, Takusyoku University

(1)

Japan: a Country with Scarce Resources

People: Strenuous effort for High Technology

Stressing the importance of fundamental education

(2)

In order to get natural resources

Japanese military forces invaded neighboring countries

Especially Southeast Asia and China

After the World War, tried to establish economic relations

(3)

Occupied Japan: poor country

Occupation Policy of Allied Forces: Japan, agriculture country forever

Japanese young officials: our future = export oriented economy

Land reformation for farmers, drafted secretly by young officials

Establishment of Labor union and improvement of working condition

Disbanding of Zaibatsu

(4)

Land reformation for farmers

Low, tenant farmers level of life,

High, land owners social and economic status

Give farmland to tenant farmers

Government bought farmland from landlords

Sold them to tenant farmers to create independent farmers

Results: increases in food production

(5)

Establishment of Labor union: Company unions

Cooperation and coordination with business side

Loyal to 'my' company

Competition against other companies in same line of business

(6)

Disbanding of Zaibatsu

Several Families as Holding Companies

Allied Forces ordered to disband them into small companies

All members of Zaibatsu were to be expelled from offices.

All stocks were to be transferred to the government for selling

Zaibatsu were responsible for the war and to be punished.

(7)

Democratization policies created fundamental conditions for economic development

Old system, landlords-tenant farmers, workers - Zaibatsu, disappeared

Income and wealth Differences, diminished

New ideas of fresh executives = the third grade executives

Competition among companies

(8)

Starting point for Modernization

Realization of Technology Gap

between advanced countries and occupied Japan

Learning Advanced technology from Imitation

(9)

Group Discussions: to make special ideas a common knowledge

Books: To be translated into Japanese by all participants

Discussion to find ways for manufacturing

(10)

New ideas from Open markets: good schools for new products

High Prices commodities, new items for sales

Kitchenware and food: Kettles, pans, everything

American soldier: heroes = representatives of modernized society

First English, we learned = Give me a cigarette

(11)

Severe Restriction to imports consumer goods

Rather flexible to spend Foreign Currency

for imports of Advanced Technology

Introduction of USSR technology for Iron and Steel

Italian technology for Chemical

Spending a lot of foreign currency

(12)

Reverse engineering:

first machine = import but second = to be our own
Imported machines, took every parts apart, then assemble
disassemble and assemble

Twice, three times, ten times

There was no secret about the imported machines

(13)

Productivity increase Movement

Study tour: Sending a few experts to advanced countries

Visiting factories, discussing with experts

Making detailed reports, buying books

3 dollars a day for hotels and food

Souvenir: books, books, and books

(14)

Fundamental idea: importance of Free and fair Market

Creative Activities

through Competition against other companies

in domestic and Foreign Countries as well

(15)

Life time employment : no lay-off in principle

Seniority system : wage and years of services

Company Union: members of union, workers of the same company

(16)

Loyalty to company ?

Wage increase depend on profit of the company

No big discrepancies in wages for workers of similar age

Different amount of bonus

(17)

Experiences, more important than Ph'd degrees

Japanese companies were Active in Investment

for increasing supply, productivity and R&D

Companies put importance more on market share than profit

More on Long term perspectives

than Short term profit maximization

(18)

Profit allocation, wages, allotment and savings
Deferent from Western Society
Japanese firms, large amount of savings for investment
Allotments, rather small

(19)

Ways and means for productivity increases
Daily Brain Storming on the Spots and over Drinking
Suggestion boxes, Quality Control,
then to Total Quality Control and Zero Defects
Sprit of Cooperation and Participation through competition

(20)

Sony: a small company with 12 female workers
produced Walkman, soon Panasonic,
Toshiba and others followed
Severe competition among firms,
domestically and internationally

(21)

Old tradition: cooperation among neighbors
Rice planting and harvesting,
To get and keep water for plantation,
fight against neighbors

(22)

During 1950's, very poor country
Requested to invest in Japan
Rejected

You are too poor for us to invest

(23)

Started to construct our own industries
Toyota, used to be a textile machine company
National, Sony, Honda, small companies

(24)

No industry, then no protection
Small children, several protection measures
Gradual approaches for liberalization

(25)

Japanese Investment in other countries

No intervention and no subsidy from the Government

First, investment for getting resources

Indonesia, Australia, Latin America

(26)

Second stage: investment for Market

Joint ventures with local investors

(27)

Carrot and Stick Policy

Raising Import taxes

Decreasing tax rate for incomes and machine imports

Third stage: establishment of Export bases

From production for local market to exports

Need strenuous effort for productivities

(28)

Entrepreneurship of Businessmen in Asia

Initiatives of government officers

also workers and farmers, aggressive

(29)

CHANCE and CHANGE

Changes in Business activities =finding new niches

Aggressive Attitude of Workers, lead to further development

(30)

Japan bushing

Over- presence: too many Japanese, invasion economically?

Unfavorable Trade Balance: too little Japanese imports

Negative attitude to Technology Transfer

(31)

Technology Transfer, Japanese view points

Manuals are to be modified, re-written

Technology is to be acquired and/or even stolen

Engineers and workers:

To design computers, Ph.d holders are needed

To manufacture computers, manual workers are important

(32)

Compare, Technology for Automobile Painting,
Technology for painting in Thailand is much higher
than automobile made in Japan
Automobile named Toyota but they are manufactured by Thai workers
Stock Holders : Capital-gain and increases in Stock Price
Customers : good and cheap products
Workers : higher wage and fringe benefit

(33)

Internationalization of Japan and Japanese Companies
Hollowing out of Industries in Japan
Several industries are disappeared from Japan
Due to foreign investment
Camera, television, textiles

(34)

How to overcome this difficulty
New Products, new technologies and new line of business

(35)

Localization of Raw materials
Increases in local contents
Financial capital: list up to security market
Human capital: promotion of local workers
Technology: R&D activities in factory side

(36)

Future Japanese foreign investment Policy
Investment to less developed countries
such as the Greater Mekong Area and south Asia
Triangle or South - South Cooperation
New Wild Geese in New Area

(37)

Sustainable development and Preservation of Environment
Poverty Alleviation for Peace Building and Keeping
Wild Geese all over the World
Southeast Countries, from child geese to adults

7. セミナー出席者リスト

The Uzbekistan-Japan Center for Human Development
The list of the participants for 2nd UJC Forum

No	Name	Name of organization	Telephone
1	Kenji Nakazawa	European Bank of Reconstruction and Development, Head of Office	120 62 78
2	Umarova Gulnara	Director of the camp	24 42 24
3	Umarova Umida	Tashkent State Institute of Oriental Studies, Student	24 42 24
4	Umarova Nigora	Tashkent State Institute of Oriental Studies, Student	24 42 24
5	Kulincheva L.	Tashkent State Institute of Oriental Studies, Student	169 56 90
6	Pyanova Elena	Teacher of history E-mail: I, anova(Z~hotmail.com)	100 26 08
7	Agleulina Zulfira		51 25 74
8	Dyugaev Oleg	Center of economic and social innovation, Director	77 00 30 152 13 17
9	Zakirov Faruh	Ministry for Foreign Economic Relations	68 7421 68 74 15
10	Radjabova Gulsara	Scientific-research art center for invalid children "Sanvrc", Director	121 68 24
11	Baisov Farhod	Tashkent State Institute of Oriental Studies, Student	136 27 15
12	Ueda Lola	Tashkent State Institute of Oriental Studies, Student	136 27 15
13	Klicheva Malika	Road-transport Institute, Student	63 69 35
14	Bitursunova Liliya	Road-transport Institute, Student	93 32 87 191 36 43
15	Ahundjanov Sherzod	"TAPOICH"	96 05 70
16	Gafurov Aziz	"TAPOICH"	96 05 70
17	Koichi Ishii	JICA expert	H: 169 18 08 O: 135 51 47
18	Mahmudov Nosir	Tashkent State Economic University, vice-rector	132 64 30 132 6429
19	Kim Natalya	Office manager	125 34 19
20	Anarbaev Abror	Tashkent State Institute of Law, Student	162 24 18
21	Rasulev Djamshid	"Carhill", Officer	137 09 06 / 07
22	Karimova Natalya	Institute of Oriental Studies, Academy of sciences, Research officer	65 24 91
23	Yahaya Abdul Jabar	Embassy of Malaysia, Ambassador	137 67 58 / 59
24	Negmatov Bahtiyor	Tashkent State Institute of Oriental Studies, Student E-mail: bakhtior.nt77@mail.ru	22 46 20
25	Yunushodjaev Marat	"Carhill", Coordinator	137 09 06 / 07
26	Davlethanov Rustam	International Business School "Kelajak Ilmi", Student	139 45 15
27	Saidhodjaeva Malika	International Business School "Kelajak Ilmi", Head of the department	127 96 79
28	Umarova Gulchehra	Embassy of Malaysia, Marketing officer	137 67 58 / 59
29	Aripov H. K.	Tashkent university of information technologies, Professor	138 64 03
30	Bustanov H. H.	Tashkent university of information technologies, Assistant professor	138 64 49
31	Mirzaev N. E.	Tashkent university of information technologies, Teacher	138 64 24
32	Ismoilov T. K.	Tashkent university of information technologies, Master degree	138 64 24
33	Islamov M. R.	Tashkent university of information technologies, Master degree	138 64 24
34	Shermatov N. K.	Tashkent university of information technologies, Master degree	138 64 24
35	Kaminskiy Vadim	Tashkent Medical Institute, Student	195 21 15

36	Shizuo Kato	JICA expert	107 14 46
37	Razakov Djamshid	Chamber of Commodity Producers and Entrepreneurs	
38	Hairov Raif	Tashkent State Technical University, Student	65 16 14
39	Tsoy Oleg	"UZBEKENERGO", Operating personnel	H: 57 81 97
			O: 136 65 71
40	Tumanova Elena	Broadcasting "Poyiaht", Correspondent	132 25 65
41	Madyakubova Feruza	Broadcasting "Poyiaht", Correspondent	132 26 46
42	Butikov Igor	Research institute, Director	139 21 06
43	Kayumov Ravshan	Research institute, Head of methodology department	139 21 06
44	Farmankulov Zahid	"GOSKOMIMUSHESTVO",	139 20 90
		Head of the international department	
45	Isadjanov Umid	"GOSKOMIMUSHESTVO",	139 21 49
		Chief specialist of the international department	
46	Gafur Kornil Pulat	"GOSKOMIMUSHESTVO", 1st category specialist	139 20 82
47	Hermono Sigynkh	Embassy of the Republic of Indonesia,	132 02 36
		Charge' d'affaires	
48	Ernazarov Suhrob	Uzbek State World Languages University	60 54 33
		E-mail: Suhrobjon rambler.ru	
49	Asamiddinov Suhrob	Lyceum student J(!~_ 325	43 16 61
50	Kadirov Akmal	Lyceum student	186 08 57
51	Kae Yanagisawa	JICA, Resident Representative	137 09 15 / 16
52	Kosuke Nakaj ima	JICA expert	137 09 15 / 16
53	Gulyamov Sarvar	JICA, Program Officer	137 09 15 / 16
54	Tillabae\` Sarvar	JICA, Program Officer	137 09 15 / 16
55	Nodir Akhundj anov	JICA, Program Officer	137 09 15 / 16
56	Sharipov Sharif	JICA, Program Officer	137 09 15 / 16
57	Kim Evgeniya	Tashkent State Economic University, Student	42 25 42
58	Markov Vasily	"UZREPORT", Correspondent	137 64 19
59	Islamova Lola	Broadcasting "Eho Dolini"	120 50 23
60	Ulmasbaeva Gulchehra	Broadcasting "Eho Dolini"	120 50 23
61	Bakiev Jahongir	Expert	34 82 45
62	Bakieva Elnora	"UZGEDROMEDPRIBOR", Secretary	
63	Ataev S anj ar	"TEXSISTEMASERVIS", Project manager	133 48 81
64	Turaev Nurbek	Tashkent State Economic University,	45 67 97 45 45 36
		Post-graduate student	
65	Kurb anmarnadov	National University of the Republic of Uzbekistan,	48 71 86
	Akn azar	Professor	
66	Alimbekov Nurlan	Embassy of the Republic of Kyrgyzstan, 1st secretary	137 47 93
67	Muratova Gulmira	Embassy of the Republic of Kyrgyzstan,	137 47 93
		Press-secretary	
68	Klimova Yulya	Nishi Iwai, Assistant manager	120 78 81
69	Saidkasimov Saidgani	National Bank of Uzbekistan, Chief specialist	137 59 59
70	Salimov Abduvahob	Tashkent State Economic University, Teacher	78 35 05
71	Salimov Rustam	Tashkent State Economic University, Teacher	78 35 05 132 63 80
72	Kamilov Muzafar	Ministry of Macroeconomics and Statistics of the	132 65 25 132 64 83
		Republic of Uzbekistan, Deputy chief	
73	Mavlonkulov	Ministry of Macroeconomics and Statistics of the	132 65 25 132 64 83
	Muhammad	Republic of Uzbekistan, Chief specialist	
74	Madaminov Muzaffar	Ministry of Macroeconomics and Statistics of the	132 65 25 132 64 83
		Republic of Uzbekistan, Chief specialist	
75	Xodjaev Alohon	Ministry of Macroeconomics and Statistics of the	132 65 25 132 64 83
		Republic of Uzbekistan, Chief specialist	
76	Ibragimova Naylya	Ministry of Macroeconomics and Statistics of the	132 65 25 132 64 83
		Republic of Uzbekistan, Specialist of the 1st category	

8. 調査期間中に提出した中間報告書

2002年8月30日

特別案件調査「地域特設：援助活用能力向上」に係る
現地報告書（ウズベキスタン）

内容：

1. 目的
2. 期間
3. 調査団員
4. 調査日程
5. 訪問機関と主要面談者
6. 所感と提言

1. 目的

今年度新設される（地域特設）「援助活用能力向上」コースは、中央アジア地域各国の援助に関わる立案・実施、または、国家の開発政策の立案・実施に従事している中央政府の公務員を対象に、援助の効果的活用、援助プロジェクト実施上のマネージメント、効果の評価分析手法と、その活用方法等に関する講義と演習を行い、自国における援助活用の現状を分析し、より効果的な援助活用の方法についてリサーチペーパーを作成することを目的としている。

本コースの新規実施にあたり、本件調査団は、当該地域のニーズにより合致した地域特設研修カリキュラム作成のための情報を収集し、コースの効果的な実施に資することを目的としている。

2. 期間

2002年8月24日（土）から8月30日（金）

（全体期間：2002年8月24日（土）～9月6日（金））

3. 調査団員

<総括・団長>

拓殖大学国際開発学部 教授 安田 靖

<研修計画>

八王子国際センター 業務課 十河 佳子

4. 調査日程

8月26日（月）	10:00	JICA ウズベキスタン事務所、打ち合わせ
	12:00	在ウズベキスタン日本大使館、表敬訪問
	15:00	江尻専門家訪問・意見交換
27日（火）	10:00	財務省訪問
	12:00	マクロ経済統計省訪問
	15:00	ウズベキスタン・日本人材開発センター訪問
28日（水）	10:00	Center for Effective Economic Policy 訪問
	12:00	対外経済省訪問
	15:00	ウズベキスタン繊維軽工業大学、見学
	17:00	世界銀行訪問
29日（木）	10:00	Center for Economic Research にて講義、意見交換
	15:00	繊維工場、見学
	17:00	日本センターにて講義
30日（金）	10:45	JICA ウズベキスタン事務所、報告

5. 訪問機関と主要面談者

在ウズベキスタン日本大使館

鈴木書記官

Uzbekistan Banking Associations

江尻専門家（銀行業訓練アドバイザー）

Ministry of Finance

Mr. Shukhart Y. ABDULLAEV, Deputy Minister

Mr. Bavshan Zaynitdinov, Head Personel Department

Mr. Olimjon Ikromov, Deputy Head, Main Department for Currency
Regulation

Ministry of Macroeconomics and Statistics

Mr. Furkat P. BARATOV, Deputy Minister,

Mr. Tursun Mukhidov, Deputy Director of Center for Effective Economic
Policy

Mr. Bekhzal Oripov, Leading Investment Specialist, Ministry of
Macroeconomics and Statistics

ウズベキスタン・日本人材開発センター

Ms. Tomoe Tamiya, Project Expert-Cooordinator

Center for Effective Economic Policy

Prof. Tursun M. Akhmedov, Deputy Director

Mr. Seegey Chepel, Head of the Macroeconomics Modeling Department

Mr. Khikmatulla Laydakhmedov, Head of Department

Ms. Biheeva Elvira R., Head of Department

Center for Economic Research（講義参加者、順不同計15名）

Mr. Bakhodur Eshonov, Manager

Ms. Ubaydullaeva Viva, CER

Mr. Mirzakhlov Akram, Central Bank

Mr. Oblomurov Narzallo, Central Bank

Mr. Arifdjanov Botir, Ministry of Macroeconomics and Statistics

Mr. Gaybullaev Orzimorad, Center for Fiscal Policy, Ministry of Finance

Mr. Holmurov Dilshad, Ministry of Finance

Mr. Sarajiddinov, Senior Research Coordinator, CER

Mr. Abdura Khuanov U., Coordinator, CER

Mr. Muzodova, CER

Ms. Kamuna Djuraeva, Coordinator on Monetary Policy, CER

Mr. Chep Sergey, Center for effective Economic Policy

Mr. Sharovatova Antonina, Ministry of Macroeconomics and Statistics

Mr. Abdullaev Ilkhom, Cabinet of Ministers

Ms. Poryadin Alexeym Center for Fiscal Policy, Ministry of Finance

KABOOL-UZBEK Co. Ltd.

Mr. Yaldash M. Paslvanov, Director

ウズベキスタン・日本人材開発センター（セミナー出席者、別添参照）

6. 所感と提言

日本の行ってくれた研修に感謝する。この新しい研修計画にもぜひ参加したい等の感謝と期待の言葉が多く聞かれた。一方で、研修の需要は増えているといっても、その効果は十分に上がっているかという点については、多くの疑問があるといえる。この国の命令社会、活躍の場がないという社会構造が、大きな要因と思われる。

今回の調査を通して、本コース内容に関し、

- 1) 「計画」の意味についての講義内容再検討
- 2) 日本の産業展開について
- 3) 東南アジアにおける直接投資の役割について
- 4) 研修はロシア語にて行うが、テキスト・レジメは英語で配付する
を修正する必要があることがわかった。

また、全 JICA 研修コースに関して、下記 3 点の問題点があると思われる。

- 1) 研修員の帰国後報告が徹底されていない
- 2) 研修員の帰国後のサポートがほとんどない
- 3) 研修で得た情報の共有がなされていない

尚、より効果的に研修コースを実施するために以下 4 点を提言したい。

- 1) 帰国後報告の義務化、ウズベキスタン・日本人材開発センターでの帰国報告会の実施
- 2) 同窓会窓口として、一定期間のアルバイトの雇用
- 3) ウズベキスタン・日本人材開発センターまたは、JICA ウズベキスタン事務所のニューズレターに研修帰国報告書を掲載する。
- 4) 研修で得た情報や研修報告を積極的にメディアへ紹介する。

以上

2002 年 9 月 4 日

特別案件調査「地域特設：援助活用能力向上」に係る
現地報告書（カザフスタン）

内容：

1. 目的
2. 期間
3. 調査団員
4. 調査日程
5. 訪問機関と主要面談者
6. 所感と提言

1. 目的

今年度新設される（地域特設）「援助活用能力向上」コースは、中央アジア地域各国の援助に関わる立案・実施、または、国家の開発政策の立案・実施に従事している中央政府の公務員を対象に、援助の効果的活用、援助プロジェクト実施上のマネージメント、効果の評価分析手法と、その活用方法等に関する講義と演習を行い、自国における援助活用の現状を分析し、より効果的な援助活用の方法についてリサーチペーパーを作成することを目的としている。

本コースの新規実施にあたり、本件調査団は、当該地域のニーズにより合致した地域特設研修カリキュラム作成のための情報を収集し、コースの効果的な実施に資することを目的としている。

2. 期間

2002年8月30日（金）から9月5日（木）

（全体期間：2002年8月24日（土）～9月6日（金））

3. 調査団員

<総括・団長>

拓殖大学国際開発学部 教授 安田 靖

<研修計画>

八王子国際センター 業務課 十河 佳子

4. 調査日程

8月30日（金）	移動 ウズベキスタン→カザフスタン
31日（土）	アスタナ事務所スタッフとの打ち合わせ
9月1日（日）10:00	橋本専門家と事前打ち合わせ
	移動（アルマティ→アスタナ）
15:00	打ち合わせ（通訳）、資料収集
2日（月）10:00	新経済地域、視察
15:00	経済貿易省訪問
17:00	アスタナ事務所、橋本専門家と意見交換
3日（火）10:00	外務省訪問
	移動（アスタナ→アルマティ）
4日（水）15:00	在カザフスタン日本大使館、報告
16:30	カザフスタン・日本人材開発センター訪問

5. 訪問機関と主要面談者

Ministry of Economy and Trade

Mr. Zhan Muratbekov, Head of Division of bilateral cooperation, Department
of Economic and Investment Policy

Ministry of Foreign Affairs

Mr. Zeivolla R. Kalymbetov, Second Secretary

Mr. Koyrot Lomyhonov, Counselor of the Department of Multilateral
Cooperation

(8月29日に政府省庁再編に関し発表があったが、調査を実施した時点では実質的には
新体制で機能していなかったため、旧省庁名にて記載する。)

6. 所感と提言

これまでの日本の研修に感謝する。この新しい研修計画にも参加したい。恐らく与えられた枠をかなり上回る希望者が出ると思われる。このような多くの感謝と期待の言葉があった。しかし、研修の成果の活用という点からいえば、かなり問題がある。帰国研修員の動向について質問したところ、詳細については不明だが、恐らく半分近くは他の省庁・部署へ異動、もしくは転職しているに違いない、とのことであった。ウズベキスタンで感じたのと同様、カザフスタンでも、帰国後研修で得た知識・経験の活用の場がほとんどないようである。

また、免税特権などに関するアグリーメントの締結が必要であるとの発言があった。

本調査を通じて、本コースの内容に関し、次のような修正が必要であると感じた。

- 1) 基本的な ODA の仕組み
- 2) ODA の手続き、各省庁間の手続きの流れ
- 3) ODA プロジェクト・サイクル
- 4) 円借款、無償支援、技術協力等の組み合わせ

尚、研修はロシア語にて行うが、テキスト・レジメは英語で配付するという方針については、異論はなかった。

全体としての JICA 研修についての言及と感想は以下の通りである。

- 1) 経済・金融に関する研修は充分すぎるほどである。
- 2) 保健・医療分野、中小企業育成、IT、バイオテクノロジー分野の研修を増やしてほしい。
- 3) 日本往復のルートとして、アスタナーモスクワー成田を考えてほしい。

また、効果的研修の実施のために、JICA として次のような点を考慮すべきと考える。

- 1) 対象は、中央アジアであるというよりは、5ヶ国合同の研修という意識が必要である。
- 2) 窓口の省庁と協議し、帰国後報告を義務化し、コピーを日本大使館と JICA に提出する。
- 3) 可能ならば、カザフスタン・日本人材開発センターでの報告会を行う。
- 4) 同センターのニューズレターに研修帰国報告や日本でのエッセイの寄稿を求める。

以上