

**FINAL REPORT**  
**ON**  
**PREPARATORY SURVEY**  
**REGARDING**  
**JAPANESE GRANT AID FOR HUMAN RESOURCE**  
**DEVELOPMENT SCHOLARSHIP (JDS)**  
**IN**  
**THE REPUBLIC OF UZBEKISTAN**

**July 2009**

**JAPAN INTERNATIONAL COOPERATION AGENCY**  

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**JAPAN INTERNATIONAL COOPERATION CENTER**

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## Table of Contents

<b>1</b>	<b>Background of the Japanese Grant Aid for Human Resource Development Scholarship (JDS)</b> .....	<b>1</b>
1-1.	Facts and issues of JDS Program .....	1
1-2.	Background and purpose of program review .....	2
1-3.	Outline of the survey .....	3
<b>2</b>	<b>Confirmation of the implementation system</b> .....	<b>6</b>
<b>3</b>	<b>Selection of sub-programs in Uzbekistan</b> .....	<b>7</b>
3-1.	Uzbekistan's development plan and strategy .....	7
3-2.	Japanese ODA policy for Uzbekistan .....	9
3-3.	Selection of sub-programs.....	9
3-4.	Determination of the managing organization and target organizations.....	12
3-5.	Confirmation of JICA's draft accepting university plan.....	12
<b>4</b>	<b>Basic Plan for Sub-Programs</b> .....	<b>16</b>
4-1.	Formulation of the Basic Plan for Sub-Programs .....	16
4-1-1.	Method to examine the basic plan for sub-programs .....	16
4-1-2.	Survey for each sub-program .....	16
4-2.	Formulation of the draft number of fellows to be accepted for the next four years.....	17
4-2-1.	Examination of the draft number of fellows to be accepted for the next four years .....	17
4-2-2.	The number of fellows to be accepted for the following four years (draft) .....	18
4-3.	Sub-program 1: Human Resource and Institutional Development for Economic Development .....	19
4-3-1.	Component 1: Improvement of the business environment.....	19
4-3-2.	Component 2: Management of Public Finance .....	23
4-3-3.	Component 3: Improvement of legal system .....	27
4-4.	Sub-Program 2: Improvement of economic infrastructure.....	31
4-5.	Sub-Program 3: International Relations .....	35
<b>5</b>	<b>Estimation of program scale</b> .....	<b>39</b>
5-1.	How to implement the Program .....	39
5-2.	Program cost estimation.....	39
<b>6</b>	<b>Issues which will be raised from 2nd to 4th batch</b> .....	<b>41</b>
6-1.	Role of the managing organization .....	41
6-2.	Review of target organizations.....	41
6-3.	Recruitment period.....	44

# 1 Background of the Japanese Grant Aid for Human Resource Development Scholarship (JDS)

The purpose of the Japanese Grant Aid for Human Resource Development Scholarship Program<sup>1</sup> (hereinafter referred to as the “JDS Program”) is “to support human resources development, such as highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century, so that participants in this program shall contribute to an expanded and enhanced foundation for bilateral relations between their countries and Japan as persons having a well-rounded knowledge of Japan”<sup>2</sup> in developing countries that have demand for human resource development in the legislation, economics, business administration and other areas essential for the transition to market economy. The JDS Program covers the Asian countries in transition to market economy, such as Indochina countries and Central Asian countries. It started in the Republic of Uzbekistan (hereinafter referred to as Uzbekistan) and Laos in FY1999 and expanded to ten countries in FY2002. After that one country was added in FY2006 and the JDS Program covers 11 countries as of FY2008. The cumulative total of fellows whom Japan accepted from the countries is about 1,800.

## 1-1. Facts and issues of JDS Program

The JDS Program was initiated in 1999, and began in Uzbekistan in the same year. As of 2008 there have already been 178 JDS fellows sent (of which 131 have already returned home).

Table 1: Number of JDS Fellows

(As of Sept. 2008)

	FY	Study Fields		Ratio of public to private sectors of fellows		Reinstatement status <sup>3</sup> (No. of reinstated fellows /total no. of fellows)	
		No.	Detail	Public	Private	Just after return	At present
1st year	1999	4	Law, public administration / policy, economics, business administration	85%	15%	7/20	2/20
2nd year	2000	5	Law, public administration / policy, economics, business administration, ICT <sup>4</sup>	79%	21%	3/20	0/20
3rd year	2001	6	Law, public administration / policy, economics, business administration, international relations, ICT	60%	40%	3/20	0/20
4th year	2002	6	Law, public administration / policy, economics, business administration, international relations, ICT	30%	70%	1/20	1/20
5th year	2003	6	Law, public administration / policy, economics, business administration, international relations, ICT	45%	55%	1/20	1/20
6th year	2004	6	Law, public administration / policy, economics, business administration, international relations, ICT	45%	55%	8/20	7/20
7th year	2005	7	Law, public administration / policy, economics, business administration, agriculture, ICT, engineering	50%	50%	The reinstatement status of 13 of the returnees (seven fellows from the law and engineering fields of study are still studying in Japan) is currently under examination.	
8th year	2006	8	Law, public administration / policy, economics, business administration, agriculture, ICT, engineering, education administration	60%	40%	Still studying in Japan	
9th year	2007	8	Law, public administration / policy, economics, business administration, agriculture, ICT,	70%	30%	Still studying in Japan	

<sup>1</sup> Japanese Grant Aid for Human Resource Development Scholarship (JDS) Program: human resource development (studying abroad) scheme that covers 11 countries at present and is carried out with Japanese grant aid

<sup>2</sup> “Operating Guidelines of the Japanese Grant Aid for Human Resource Development Scholarship”

<sup>3</sup> Data researchable by JICE

<sup>4</sup> ICT: Information and Communication(s) Technology

		engineering, education administration			
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Despite the fact that Uzbekistan carried out initiatives like establishing themes contributing to the development issues which must be addressed for each field of study and shared these among the O/C members, accepting universities and JDS fellows, it was acknowledged that issues such as the following still remain.

(1) Proliferation of the target fields of study

The program goals restricted the target fields of study to the social sciences. However, there has been rising demand for the dispatch of international students in natural science fields of study in recent years (with a growing inclination aiming for the acquisition of specific technologies). As a result, the number of fields of study has increased and multidisciplinary fields of study have been established.

(2) Low retention rate for the returning fellows

Under current conditions, it would be difficult to claim that an environment has been sufficiently set in place which would allow the returning JDS fellows to utilize both the knowledge they acquired in Japan and their own personal abilities to their full extent. This is evidenced by problems such as the top-down style of the employment environment found in Uzbekistan society, worsening conditions with regard to worker treatment, particularly for public sector, as well as a state of employment in which private enterprises do not function as adequate recipients for employees due to the economic stagnation. Stemming from this, cases of the returned JDS fellows returning to Japan or traveling to a third country have risen higher compared with other target countries. While JDS fellows have submitted the pledge to make contributions in their home country for a certain period of time before they arrive in Japan, there has been doubts on its effectiveness due to the lack of legal binding force. Considering this, it was decided at the 3rd Operating Committee (O/C) meeting in 2008 to introduce legally binding contracts to JDS fellows.

## 1-2. Background and purpose of program review

The recipient governments of the countries where JDS Program was carried out have highly evaluated the Program for these nine years, stating that “JDS fellows have utilized their outcome of study in Japan variously in our country and have contributed to the development of our country.” Uzbekistan, however, has the problems specified in 1-1. In addition, the persons concerned have recognized the following issues in the JDS Program as a whole:

- Uneven understanding of the purpose of the JDS Program
- Expansion and diffusion of fields of study
- Fixed fields of study and the number of accepted fellows
- Lack of candidates suitable for the purpose of the JDS Program
- Lack of follow-up activities to JDS fellows after returning to the their own country

On the other hand, the Japanese Government has greatly reduced the ODA budget due to prolonged economic stagnation and worsening financial conditions. As a result, to use limited ODA budget more effectively, it has become necessary to clarify the Japanese ODA policy and strategy further. Under such circumstances, in order to make ODA more strategic, mobile and effective, the Ministry of Foreign Affairs of Japan was reorganized and the Japan International Cooperation Agency (JICA) and the economic cooperation section of the Japan Bank for International Cooperation (JBIC) were integrated in October 2008. Since then, JDS Program has been directly handled by JICA. To concentrate on priority and development issues for the expansion of the project impact with limited budget and personnel, JICA has introduced the concept of “JICA cooperation program,” by which projects are organically combined from the planning stage, and facilitated the idea of “selection and

concentration” of fields of study.

This review of the JDS Program was carried out to solve the above-mentioned issues and to realize the following points;

- Clarification of the JDS Program in the bilateral ODA programs

To clarify the JDS Program, by grasping the recipient government’s needs through field surveys and considering collaboration with the target country’s development issues, the JICA cooperation program, Japan’s bilateral ODA projects, etc in order to achieve better results of the Program

- Clarification of the JDS Program as studying in Japan under ODA project

To clarify differences with the Japanese Government Scholarship Program by the Ministry of Education, Culture, Sports, Science and Technology (MONBUKAGAKUSHO Scholarship Program), which supports study in Japan for individuals, the JDS Program was designed as an ODA project under which JDS fellows are clearly expected to contribute to solving the target country’s development issues.

### 1-3. Outline of the survey

#### (1) Details of the whole survey

The survey was conducted concerning the number of potential candidates as well as Uzbekistan’s target areas and issues under which study in Japan is considered to be required. Based on the results of the survey, a program plan and Basic Design (B/D) were made for the next four years. The survey was conducted as shown in the flowchart attached as Annex 1. The followings are main survey items:

- 1) Establishment of sub-programs/components<sup>5</sup> suitable for Japanese ODA policy and Uzbekistan’ development needs
- 2) Selection of target organizations related with each sub-program/component
- 3) Selection of Ministries (managing organizations) in charge of each sub-program/component
- 4) Selection of Japanese accepting universities that have education programs corresponding to each sub-program/component
- 5) Selection of candidates for the 1st batch<sup>6</sup>
- 6) Establishment of Basic Plan for Sub-Programs for each sub-program/component
- 7) Decision of the Program scale
- 8) Estimation of the Program cost for the next four years

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<sup>5</sup> Sub-programs/components: “Sub-programs” are established based on Japanese ODA policy and Uzbekistan’s development issues. If a sub-program contains two or more development issues or fields of study, two or more “components” are established in the sub-program. JDS fellows set a research theme for their own graduate school based on the sub-programs/components.

<sup>6</sup> Batch: The dispatch of fellows in each year is called a “batch.” In this four-year program, the dispatch in the first year is called the “1st batch.”

(2) Contents of the survey

In Uzbekistan, the survey was conducted at each stage as follows:

1) 1st field survey

- Explanation and confirmation of the new framework of the JDS Program to the persons concerned (including explanation of the inception report)
- Confirmation of the program implementation system
- Support of discussion and survey concerning sub-programs/components
- Survey, examination and selection of target organizations on sub-programs/ components
- Provision of information on Japanese accepting universities that can deal with sub-programs/components
- Consideration and explanation of the Basic Plan for Sub-Programs (1st draft)
- Preparations for the 2nd field survey (request to the target organizations for selection of candidates for the next four years, and explanatory meetings, etc.)

2) 2nd field survey

- Explanation and confirmation of the interim report, describing progress in the survey and a draft of accepting university plan
- Consultation with the target organizations on confirmation of the submitted candidate lists, assumed research themes, and how to utilize JDS fellows after returning to the country, etc.
- Selection of candidates through examination of application documents, language/mathematics examinations, interviews by accepting universities' faculty members and Operating Committee members, etc.
- Discussion between faculty members from accepting universities and those concerned from target organizations (mainly the managing organizations)
- Setting the program scale of the next four years
- Establishment of a Basic Plan for Sub-Programs for each sub-program (second draft)

3) 3rd field survey

- Discussion and agreement on the program plan (sub-programs, the number of JDS fellows, the accepting university plan for each sub-program, etc.)

The survey was conducted in Japan as follows:

1) Preparations in Japan

- Collection and analysis of materials (request documents, related documents, reports)
- Establishment of the policy, plan and implementation method of the whole survey
- Preparations for the 1st field survey (preliminary study meetings, advance meeting before 1st field survey, preparation of materials, etc.)

2) 1st analysis in Japan

- Compilation and report of the results of the 1st field survey including preparation of a progress report
- Survey on Japanese accepting universities suitable for sub-programs/components and support for establishment of an accepting university plan to be implemented by JICA
- Estimation of program cost for the next four years
- Preparation of an interim report based on the results of the 1st field survey and its analysis

- Preparations for the 2nd field survey (explanation of the JDS Program to the target organizations and support for selection of candidates by a local staff during the 1st analysis in Japan)
- 3) 2nd analysis in Japan
- Support for the establishment of the final draft of the accepting university plan based on the result of the selection carried out during the 2nd field survey
  - Estimation of program cost for the next four years
  - Preparation and explanation of a draft final report to the persons concerned, including the results of the procedures from the 1st field survey to the program cost estimation
- 4) 3rd analysis in Japan (planned to be carried out after 3rd field survey)
- Various coordination with Japanese accepting universities (receipt of accepting universities' approval for accepting the 1st batch candidates, application procedures, entrance procedures, etc.)
  - Preparation of the progress report 2 concerning progress in various coordination and procedures
  - Preparation of a final report based on the results of the procedures from the 1st field survey to the 3rd analysis in Japan, and explanation of the report to the persons concerned

With regard to the implementation of this survey, the JICA mission explained the background of the review of the JDS Program, the purpose of the Program by the new system<sup>7</sup> and the framework of implementation to the recipient government (Operating Committee) during the 1st field survey. In addition, the JICA mission explained that JICA would conduct a survey to establish a four-year program plan and received consent from the recipient government.

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<sup>7</sup> New system: Under the new system, sub-programs are established for each target country based on Japanese ODA policy (target priority areas, etc.) and the target country's issues and needs, target organizations (central government agencies, etc.) suitable for the efforts for the sub-programs and Japanese accepting universities are selected, and fellows are dispatched to the universities. Four years are regarded as one package. JDS fellows will be dispatched under the same sub-programs, target organization and accepting university for the next four years. This results in improvement in the core human resources' abilities to make policies and manage projects, which leads to improvement in the target organization's ability to policy-making. In addition, accepting universities can provide education programs suitable for target countries through the acceptance of JDS fellows from the same country and target organization for four years.

## 2 Confirmation of the implementation system

With regard to the program implementation system, the JICA mission explained the system, function and role of the Operating Committee, and the liabilities based on Annex 2 and 3 to the recipient government during the 1st field survey, and received consent from the recipient government.

The Operating Committee (O/C)<sup>8</sup> is comprised of members from the Uzbekistan side (Cabinet Ministers; the Ministry of Higher and Secondary, Specialized Education; and the Ministry for Foreign Economic Relations, Investments and Trade) and from the Japanese side (the Embassy of Japan in the Republic of Uzbekistan, the JICA Uzbekistan Office, and the Uzbekistan-Japan Center for Human Development). The O/C reached an agreement on the implementation and management of the program by carrying out discussion. Regarding the implementation structure, no reappraisals had been carried out on the makeup of O/C members of the Uzbekistan side since the initial start of the program in FY1999. It was confirmed for the Uzbek side by the Embassy of Japan in the Republic of Uzbekistan at the 1st O/C meeting whether or not a reappraisal of said makeup was necessary in order to realize the swift decision-making by the O/C. The Uzbek side stated that there were no problems with the current makeup, and it was decided that the structure would be maintained in its existing state.

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<sup>8</sup> Operating Committee: The Operating Committee takes charge of the decision on the policy for managing the JDS Program and the selection of fellows in Uzbekistan. Three institutions on the Uzbek side: Cabinet Ministers; the Ministry of Higher and Secondary, Specialized Education; and the Ministry for Foreign Economic Relations, Investments and Trade, and three institutions on the Japanese side: the Embassy of Japan in the Republic of Uzbekistan, the JICA Uzbekistan Office, and the Uzbekistan-Japan Center for Human Development were elected as the members of the committee. The Cabinet Ministers serve as Chairperson, and the Embassy of Japan in the Republic of Uzbekistan as Vice Chairperson.



### 3 Selection of sub-programs in Uzbekistan

#### 3-1. Uzbekistan's development plan and strategy

After its independence in 1991, Uzbekistan announced its National Human Resource Development Concept in October 1997 in order to pull away from the socialist system of the former Soviet Union.

#### **National Human Resource Development Concept**

[Objectives]

To fundamentally reform the educational system, discard conventional belief structures, and establish a national educational system which would make it possible to develop advanced human resources capable of addressing the move to a market economy.

- (1) To introduce elements of competition to the education and human resource development sectors
- (2) To develop and advance through modern teaching methods
- (3) To improve societal assessments of the education and human resource development sectors by introducing high quality teachers
- (4) To establish information systems for the establishment of an efficient human resource development system
- (5) To strengthen collaborations with industry regarding quantitative and qualitative aspects of human resource development
- (6) To secure the financial resources for the establishment of a sustainable human resource development system
- (7) To secure cooperation from other countries regarding systems related to human resource development

#### **Initiatives by the Order of the President and Ministers Meeting of the Government of Uzbekistan**

- (1) To make economic and administrative reforms (liberalize foreign exchange, abolish the system of parallel rates of exchange, promote privatization, curtail the role of the national government in economic management, etc.)
- (2) To promote IT (formulate a national program)
- (3) To formulate a midterm economic development plan (create a group to examine formulation methods with the Center for Economic Research in a coordinating role)
- (4) To make judicial reform (organize law development committees led by law schools with the goal of revising and renovating various types of law)
- (5) To promote small and medium-sized enterprises (SMEs) (provide low-interest loans through business funds, exempt compliance from the compulsory foreign currency exchange system)
- (6) To make agricultural reform (promote the conversion from the former Soviet Union style of massive collectivized farms to farmers (privately run farms))
- (7) To make healthcare reform (promote improvements on the hardware side, such as formulating a national program for healthcare reform in 1998 and establishing emergency hospitals in various regions)
- (8) To make educational reform (formulate a national human resource development program and promote the improvement and expansion of vocational high schools)

\* The items in parenthesis are actions that the Government of Uzbekistan has taken

Following this, the Interim Welfare Improvement Strategy Paper (I-WISP)<sup>9</sup> was prepared in March 2005 as a comprehensive national development plan for Uzbekistan. The final version of WISP (Full strategy paper 2008-2010) was formulated in 2007, and was later positioned as Poverty Reduction Strategy Paper (PRSP) in Uzbekistan.

**Interim Welfare Improvement Strategy Paper (I-WISP)**

[Objectives]

To achieve the reduction of poverty by raising the standard of living of the people by means of increasing income and expanding access to healthcare, education, the environment, and social security

[Four Pillars]

- (1) The achievement of sustainable economic growth : aims to stimulate an efficient and fair economy by accelerating the transition of economic and social systems to market economy through macro economic policies, public expenditure management and structure reforms
- (2) The improvement of nurturing human resources and social security : emphasizes the creation of a fair society by maximizing the social welfare for people through improved access to education and healthcare services, an improved labor market, improved access to employment measures and public services, upgraded child welfare, gender consideration, and a better standard of social security
- (3) The correction of regional disparities : simultaneously involves an effective reduction in regional disparities and the provision of administrative services being respectively implemented by local governments through national programs as well as decentralization to create conditions that help solve the regional disparities in living standards and stimulate the potential of rural communities
- (4) The environmental improvement : targets the protection of the environment and diversity and the creation of a people-friendly environment by drawing up economic and environment protection policies in an integrated manner

**Poverty Reduction Strategy Paper (PRSP)**

Economic policies which accelerate economic growth are necessary in order to raise the people’s income and reduce poverty. As means for realizing this:

- Measures to reduce taxes and restrictions on direct interventions by the government in economic processes
- Simplification of regulatory and legal frameworks
- Efficient methods for utilizing national financial assets and appropriate financial management in compliance with international standards
- Meeting terms and conditions for accession to the World Trade Organization (WTO)
- Vitalization of the private sector

<sup>9</sup> I - WISP: Interim Welfare Improvement Strategy Paper

### 3-2. Japanese ODA policy for Uzbekistan

Japan's Country Assistance Program for the Republic of Uzbekistan, which was formulated in September 2006, defines the priority areas as follows.

<b>Priority areas in “Japan’s Country Assistance Program for Uzbekistan”</b>
(1) Support for Human Resource Development and Institution Building to facilitate a market economy and develop economy and industry (Support for the very initiatives to move to a market economy, support for accession to the WTO) (Financial and banking systems, trade controls, judicial (civil and commercial law) reform, trade promotion, tourism promotion, SME promotion, agricultural reform)
(2) Support for restructuring the social sectors (agricultural and rural village development, education, health and medical care, the environment)
(3) Economic infrastructure renovation and improvement (transportation and energy)
(4) Promoting inter-regional cooperation

Table 2: JICA cooperation programs (Uzbekistan)

Target priority area	Development issues	Cooperation programs
Support for human resource development and institution building to develop economy	Improvement of the administrative and legal foundations conducive to vitalizing the private sector	Private sector vitalization programs
	Development of practical human resources for the private sector	
	Support for integration into the international economy	
Agricultural reform and regional development	Agricultural reform and regional development	Agricultural reform and regional development programs
Public services improvement	Education reform	Vocational education expansion programs
	Healthcare reform	Healthcare reform programs
	Environmental conservation and disaster management	Environmental and disaster prevention programs
Economic infrastructure improvement	Improvement of business administration for public works projects	Transport infrastructure programs
	Promotion of the efficient use of infrastructure installations	

The various target priority areas are beset by a diverse array of challenges, and the Government of Uzbekistan has heretofore worked out a number of different policies (presidential orders, cabinet meeting orders, etc.) for these in their capacity as shared challenges. Yet resolutions have yet to be reached on these challenges due to the limited executive ability on the part of the government officials. Direct capacity building support must be provided to the government institutions and relevant ministries and agencies which handle these respective development challenges, along with support for improving institutional aspects. Accordingly, the greatest challenges for each of these priority areas are enhancing administrative capacity and institution building. Support for the development of human resources is anticipated through this project.

### 3-3. Selection of sub-programs

In the 1st field survey, a discussion with the Operating Committee members was held concerning the sub-programs of the JDS Program according to Uzbekistan's development strategies and Japanese ODA policy in 3-1 and 3-2.

The JICA mission has presented three sub-programs and five components (Table 3) which JICA envisions as the targets of the JDS Program. Hearings related to the human resource development needs of seven organizations which were candidates to become target organizations were conducted. As a result, the human resource development needs of those organizations were confirmed, as was the fact that they concur with the main intent of the JDS Program. Basic agreement was also reached with the Uzbek side over the contents of the sub-programs (refer to Annex 4: Record of Discussion for the 1st Operating Committee (O/C) Meeting for details).

Table 3: JDS target priority area for the 1st field survey (sub-programs/components)

Target priority area (Sub-program)		Development Issue (Component)
1. Human Resource and Institutional Development for Economic Development	1-1	Improvement of the Business Environment
	1-2	Management of Public Finance
	1-3	Improvement of the Legal System
2. Improvement of Economic Infrastructure		
3. International Relations		

Regarding the agriculture field of study, which is one of the initiatives of the Uzbek side, a request was made by the Ministry of Higher and Secondary, Specialized Education, one of the O/C members from the Uzbekistan side, stating that an agriculture field of study should be included. With regard to the agriculture field, the JICA mission explained that, while this would not be covered by the agriculture field of study from the standpoint of the natural sciences field of study, it would be possible to cover agricultural economics in the market economy field of study, thereby obtaining the understanding of the partner side.

As a result of the discussion, those sub-programs and components in Table 4 ultimately came to be covered by the JDS Program in Uzbekistan (a comparison of the priority areas in Japan’s Country Assistance Program and the JICA cooperation program can be found in Annex 5).

Table 4: List of sub-programs/components of the JDS Program in Uzbekistan

Sub-program/component	Managing organization	Target organization
Sub-program 1: Human Resource and Institutional Development for Economic Development		
Component 1: Improvement of the business environment	Ministry for Foreign Economic Relations, Investments and Trade	<ul style="list-style-type: none"> <li>• Ministry for Foreign Economic Relations, Investments and Trade</li> <li>• Ministry of Economy</li> <li>• Ministry of Agriculture and water</li> <li>• State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship</li> <li>• Chamber of Commerce and Industry of Uzbekistan</li> <li>• Institute of Economics of the Academy of Sciences</li> <li>• Center for social and economic research</li> <li>• State Committee for Property</li> <li>• Center for coordination and control of securities market under State Property Committee</li> </ul>
Component 2: Management of Public Finance	Ministry of Finance	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Central Bank</li> <li>• State Customs Committee</li> <li>• State Tax Committee</li> <li>• Uzbekistan Banking Association</li> <li>• National Bank for Foreign Economic Activities</li> <li>• Banking and Finance Academy</li> <li>• Credit Unions Association of Uzbekistan</li> <li>• Microfinance Association of Uzbekistan</li> <li>• Center for social and economic research</li> </ul>
Component 3: Improvement of the legal system	Ministry of Justice	<ul style="list-style-type: none"> <li>• Ministry of Justice</li> <li>• Supreme Economic Court</li> <li>• Ministry of Finance</li> <li>• Ministry for Foreign Economic Relations, Investments and Trade</li> <li>• State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship</li> <li>• Tashkent State Institute of Law</li> <li>• Association of Court Receivers</li> <li>• Bar Association</li> <li>• Legislative Chamber of the Parliament</li> </ul>
Sub-program 2: Improvement of Economic Infrastructure	State Committee for Property	<ul style="list-style-type: none"> <li>• State Committee for Property</li> <li>• State Committee for Architecture and Construction</li> <li>• Uzkommunhizmat Agency</li> <li>• “Uzbekenergo” State Joint Stock Company</li> <li>• “O'zbekiston Temir yo llari” State Railway Joint Stock Company</li> <li>• Automobile and River Transport Agency</li> <li>• “Uzavtosanoat” (car industry) Joint Stock Company</li> <li>• “O'zkiyosanoat”( Chemical industry) State Joint Stock Company</li> <li>• Uzbekistan Road Joint Stock Company</li> </ul>
Sub-program 3: International Relation	Ministry of Foreign Affairs	<ul style="list-style-type: none"> <li>• Ministry of Foreign Affairs</li> <li>• University of World Economy and Diplomacy</li> <li>• Ministry for Foreign Economic Relations, Investments and Trade</li> </ul>

### 3-4. Determination of the managing organization and target organizations

#### (1) Determination of target organizations

Under the new JDS system, administrative agencies are selected to nominate or recruit applicants for the sub-program/component. A certain number of persons are committed to agencies closely related to development issues to improve the effect of the JDS Program.

During the preparations in Japan, the Ministry of Foreign Affairs (head office and the Embassy of Japan in Uzbekistan) and JICA (head office and Uzbekistan Office) held a discussion to assume related agencies that could become targets, and during the 1st field survey, a discussion was held with the Government of Uzbekistan.

The following opinions were advanced during the discussion between the JICA mission and the Government of Uzbekistan:

- In response to the concerned view of the government of the partner country that opportunities for employees from regional agencies to apply would be lost if employees from organizations like central government ministries and agencies were made as the main target, the Japanese side presented the notion that the ministry and agency nomination system does not necessarily mean that applications from regional agencies and the like will be excluded.
- In response to the request of the government of the partner country seeking to also designate institutes of higher education as target organizations in order to create opportunities to enhance the expertise of young researchers by having them advance to master's courses through the use of the JDS Program, the Japanese side presented the notion that the JDS Program is thoroughly intended for the development of human resources in charge of policy planning, mainly government officials. It was agreed that further examinations would be made in the future.
- In response to the question from the government of the partner country regarding the grounds for the target organization selection standards, the Japanese side presented the notion that these are basically set as the ministries or agencies which has jurisdiction to address the respective development issues.

After the discussion, the both sides reached to the agreement that the target organizations for the current fiscal year would be those listed in Table 4 corresponding to the respective sub-programs and components (refer to Annex 4: Record of Discussion for the 1st Operating Committee (O/C) Meeting).

#### (2) Determination of the managing organization

It was suggested by the JICA mission that, because two or more target organizations were selected for each sub-program/component during the 1st field survey, a managing organization should be selected from among the target organizations as the agency in charge of coordinating the target organizations and designing, implementing and evaluating the basic plan for the sub-program/component. As a result of discussion with the Government of Uzbekistan, it was agreed to select a managing organization that coordinates the target organizations for each sub-program/component. After that, during the 2nd field survey, each agency was agreed to be appointed as the managing organization. Table 4 shows the managing organization for each sub-program/component.

### 3-5. Confirmation of JICA's draft accepting university plan

#### (1) Confirmation of universities' interest in accepting JDS fellows

As the main purpose of the review of the JDS Program is to concentrate fellows from the same country or target priority area in a certain university and give guidance that meet needs, JICA made confirmation to universities on from which country or about which development issue they wanted to accept fellows positively and about the guidance policy when accepting fellows. Concretely, JICA presented the issues in assumed development issues<sup>10</sup> of four target countries<sup>11</sup> to universities that had experience in accepting JDS fellows or were connected with JICA concerning various projects. After that, JICA requested them to submit requests of interest that specify about which target area they wanted to accept fellows positively. A total of 122 requests of interest were submitted by 33 graduate schools of 22 universities. Each of the requests of interest showed 1) the acceptable number of fellows, 2) the basic policy for dealing with the issues in the target area, 3) details of the program, and 4) the status of acceptance of fellows other than JDS fellows.

With regard to the submitted requests of interest, JICE analyzed the entire trend, collected information on new accepting universities (connection with JICA programs, acceptance of fellows under other programs, the status of guidance in English, etc.) and, in the case of universities that had experience in accepting fellows under the JDS Program, arranged issues concerning curriculums and accepting systems so far. In addition, during the 1st field survey, JICE translated the requests of interest for discussion in Uzbekistan concerning the accepting universities.

#### 1) Status of submission

Table 5 shows the status of submission concerning Uzbekistan's eight assumed development issues. There were a large number of requests of interest in issues concerning agriculture. New accepting universities were highly interested in such issues.

Table 5: Status of submission of requests of interest in Uzbekistan's target areas

Expected development issues		Number of universities/graduate schools that submitted requests of interest (new universities)
1	Improvement of the business environment	4
2	Management of public finance	5
3	Improvement of the legal system	1
4	Improvement of business administration for public works projects, promotion of the efficient use of infrastructure installations	3
5	Environmental conservation and disaster prevention management	6(1)
6	Agricultural reform and regional development	7(3)
7	Healthcare reform	1
8	Educational reform	1

Of the universities that have accepted JDS fellows before, five universities (six graduate schools) are interested in two or more issues, which shows that universities able to deal with a wide range of areas are highly interested in the JDS Program. On the other hand, not only it is possible for the universities to cope with various development issues, but presumably it is important to promote research activities which are consistent with Uzbekistan's needs as presented by the university side in order to provide education which is better suited to solving the country's issues. In terms of development issues, natural-science-oriented universities and

<sup>10</sup> A list of backgrounds of issues, related JICA programs and needs assumed for the JDS Program was prepared concerning Uzbekistan's issues in the target priority areas determined as a result of the consultation between JICA and the target countries' government officers concerned.

<sup>11</sup> The target countries for 2008 are Mongolia, Laos, Uzbekistan and Tajikistan (newly added).

graduate schools have a great deal of interest in “environmental conservation” and “agricultural reform.” Each of the proposals contains the intent for the universities to conduct instruction from an administrative perspective, and proposals in which the emphasis is placed on technical instruction were also seen. For this reason, it will be important to determine Uzbekistan’s needs when formulating a university placement plan. With regard to “improvement of the legal system,” “healthcare reform,” and “educational reform,” the proposals were only from those universities with experience of accepting fellows for the “law” and “education” fields of study in Uzbekistan, or with experience of acceptance for “healthcare administration” from other countries through previous JDS Programs. This is possibly a reflection of the fact that the establishment of challenges was specially tailored to specialized areas.

## 2) Characteristics of new accepting universities

Most of the universities that submitted requests of interest in the JDS Program for the first time have experience in participating in JICA programs, such as technical cooperation projects and acceptance of training participants, and showed their interest by the use of local networks and experience based on these achievements.

When they accept JDS fellows, it is necessary for universities not only to understand the purpose of the JDS Program but also to satisfy the following conditions:

- JDS fellows should be able to acquire master’s degrees based on classes, thesis and study guidance in English.
- In principle, JDS fellows should enter the university in autumn (September or October) and study for two years.
- The university should have an English system for accepting fellows.
- The university should be able to accommodate itself to the schedule of the JDS Program, such as selection, application and admission procedures.

From this viewpoint, JICE collected information.

## 3) Issues for universities that have accepted JDS fellows before

With regard to the universities/graduate schools that showed interest and had accepted fellows in similar areas before, JICE extracted and arranged information on curriculums and acceptance systems to grasp issues concerning acceptance. Annex 6 (“Improvements suggested to universities” column) shows the arranged issues, such as enrichment of elective courses other than the universities’ areas of specialty and the homogenization of lectures by the university faculty members. JICE will request the universities to consider appropriately dealing with acceptance.

### (2) Preparation of accepting university plan

After the JICA mission returned to Japan, JICA prepared an accepting university plan as shown in Annex 6, based on each university’s requests of interest, results of acceptance of JDS fellows, the results of the discussion concerning sub-programs/components during the 1st field survey and the accepting universities for each sub-program/component, and the provisional accepting university plan. In addition, since the international relations sub-program was newly established through discussion at the 1st field survey, examinations of the accepting universities were conducted following this survey from the following perspectives.

- To have experience with accepting students through the international relations field of study in the JDS Program in Uzbekistan
- To be highly regarded concerning its course contents and teaching faculty, and courses and research instruction are conducted in English in a stable manner



As a result, the Graduate School of Asia-Pacific Studies at Waseda University was chosen as the planned accepting university, and the consent of those on the university side was also obtained.

Based on the formulated accepting university plan by JICA, JICE notified concerned universities and requested them to submit the proposals shown as Annex 7. At the same time, JICE confirmed whether or not the university had any issues concerning the acceptance of JDS fellows, and checked the contents of the proposals<sup>12</sup> following their submission of the proposals, and coordinated with those universities as needed.

Each of the planned accepting universities for the Uzbek JDS fellows are universities and graduate schools which have had received JDS fellows before. So far those universities and graduate schools have no major problems concerning the acceptance of JDS fellows. When the JDS fellows are actually accepted from the next fiscal year onward, it will be necessary to obtain understanding and cooperation from those universities and graduate schools regarding the difference from the previous JDS Program, including:

- To quit language training prior to coming to Japan and entering school
- To Change the period for arriving in Japan
- The fact that even though the candidates for the 1st batch have been selected through this survey, whether or not the JDS Program is conducted (whether JDS fellows are dispatched from Uzbekistan) will not be settled until the provision of Grant Aid<sup>13</sup> for FY2009 has been determined.
- The fact that changes in procedures accompanying the aforementioned items are anticipated.

JICE made explanations and coordination to those universities and graduate schools in relation to these issues.

### (3) Proposals from universities

The purpose of proposals that universities were requested to submit is to collect proposals as to how they can provide fellows with education that contributes to the specific themes (sub-programs/components) in the specific country, which will remain the same for the next four years.

The four universities/five graduate schools to which JDS fellows will be allocated made proposals concerning preliminary guidance before coming to Japan for improvement of learning efficiency, special lectures and seminars during their study in Japan for deepening the understanding of sub-programs, follow-up for JDS fellows after returning to the home country and other matters carried out as parts of the curriculum as well as guidance and activities helpful to solve important issues concerning sub-programs/components. In addition, the matters specified in the proposals – especially, the universities' guidance policies and proposals concerning the above-mentioned activities helpful to solve issues were used as materials for the discussion between university faculty members and the officials from managing organizations to establish a Basic Plan for Sub-Programs (draft), and discussions was held concerning the matters specified in the proposals.

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<sup>12</sup> JICE requested the planned accepting universities to make proposals about their guidance policies, ordinary curriculums and the curriculums, guidance and activities carried out specially to meet the target country's needs.

<sup>13</sup> Cabinet approval for Exchange of Notes (E/N) will be given, the signing of the E/N will be carried out, and the provision of grant aid will be determined. E/N is an agreement between governments which consists of a letter from the Japanese side and one from the partner country side.

## 4 Basic Plan for Sub-Programs

### 4-1. Formulation of the Basic Plan for Sub-Programs

#### 4-1-1. Method to examine the basic plan for sub-programs

To confirm the appropriateness of the target organizations for each sub-program/component selected as in 3-4, JICE conducted survey toward the target organizations during the 1st field survey. Based on the results, JICE prepared the 1st draft of the four-year basic plan for each sub-program. The Operating Committee held a discussion and approved the 1st draft. In the 2nd field survey, the accepting universities' faculty members conducted interview with the 1st batch applicants and the 2nd batch possible applicants, and held discussion with the officials from target organizations in Uzbekistan to grasp the target organizations' needs, issues and the applicants' capacity levels. Based on the results, JICE prepared the 2nd draft of the four-year basic plan for each sub-program.

One of the main purposes under the new system of JDS program is to develop the acceptance system and guidance contents suitable for the target country's issues through the accepting universities' positive participation from the planning and survey stages, and thereby to improve the quality of studies by fellows and promote the emergence of the effect of the program. In the 2nd field survey, JICE dispatched the faculty members recommended by each accepting university to Uzbekistan and prepared the opportunity for discussions with the members of Operating Committee and the target organizations to promote the establishment of the 2nd draft of Basic Plan for Sub-Program in cooperation with the accepting universities.

With regard to the basic plan for the Sub-Program (the 2nd draft) for each sub-program, after examinations by the Ministry of Foreign Affairs of Japan and JICA, the JICA mission and the Operating Committee held a discussion during the 3rd field survey to explain the contents of the revised draft (in particular, that the project's objective and the objective's indicators would be reflected on the evaluation at the end of this program). After having obtained the Uzbek Government's approval, the final four-year basic plan for each sub-program (Annex 8) was formulated.

#### 4-1-2. Survey for each sub-program

JICE carried out the following surveys during the 1st field survey to confirm the appropriateness of the target organizations for each sub-program/component selected as in 3-4:

- (1) Confirmation of the appropriateness of target organizations for each sub-program/component
  - (a) Survey methodology

JICE visited the target organizations and interviewed about (b).

- (b) Contents of survey

- 1) To grasp each organization's role, issues and study needs
- 2) To confirm whether there will be potential candidates (the number of employees, the number of employees in the target age group, the ratio of employees who have a bachelor's degree, etc.)
- 3) To confirm Linguistic ability of potential candidates
- 4) To confirm possibility of reinstatement after returning their country
- 5) To request answering questionnaires
- 6) To request for preparation and collect a short list (hereinafter referred to as "S/L")<sup>14</sup> and a

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<sup>14</sup> Short list: List of first-year candidates (1st batch) prepared by each target organization. In principle, the candidates in the list become the first-year candidates. Each target organization prepared a list of second-year candidates (2nd batch) so

long list (hereinafter referred to as “L/L”)<sup>15</sup>

- 7) To request for collecting application documents from those they nominate and to confirm submission status

(c) Organizations surveyed

Surveys were conducted by visiting 15 of the 35 target organizations, including the JICA mission’s survey period. In addition, surveys were conducted by obtaining questionnaires from the organizations which could not be visited due to unavoidable circumstances. (See Annex 9 “List of visited target organizations” and Annex 10 “List of survey results of target organizations.”)

(2) Confirmation of the appropriateness by university professors from academic viewpoint

In the 2nd field survey, selection of the 1st batch candidates from the target organizations (screening of the application documents, university faculty members’ interviews and the Operating Committee’s interviews; see Annex 11 for concrete methods and results), university faculty members’ interviews with the possible applicants of the 2nd batch and discussions between university faculty members and officials of the target organizations were carried out to grasp the applicants’ capacity levels and the target organizations’ needs from academic viewpoint.

The JICA mission explained to the Government of Uzbekistan about the purposes of the activities based on the “Activities proposed by the accepting universities (Model Plan)” outlined in Annex 12 and the plan that a necessary budget would be appropriate for carrying out the activities and obtained the government’s approval. The following two issues were agreed. First, in case when the Uzbek Government had any particular proposal/suggestion, it would be added to the agenda of the first Operating Committee meeting to be held subsequent to the official decision on the implementation of the FY2009 project. Second, when the proposal/suggestion was judged, as a result of the discussion, to be relevant to the purposes of the activities, the Japan side would request the accepting universities to explore the possibility of putting the proposal/suggestion into practice.

4-2. Formulation of the draft number of fellows to be accepted for the next four years

4-2-1. Examination of the draft number of fellows to be accepted for the next four years

Based on the results of the 1st and 2nd field surveys described in 4-1-2, consideration was given to the number of fellows to be accepted for each sub-program/component for the next four years as follows:

- (1) Based on the survey on the target organizations during the 1st field survey, confirmation was made of their needs for the JDS Program and for issues and studies concerning each sub-program/component.
- (2) Based on the survey on the target organizations during the 1st field survey, confirmation was made of the number of the target organizations’ officials who met the age and academic qualifications, and the existence of a population of potential candidates.
- (3) Confirmation was made of S/L of the names and divisions of the 2nd batch candidates who are engaged in jobs related to the issues and have awareness of the issues and abilities enough to

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that university faculty members could interview candidates. This list is called the “2nd batch short list.”

<sup>15</sup> Long list: List of second- to fourth-year candidates (2nd to 4th batches) prepared by each target organization or list specifying the name of the division where each target organization wants to develop human resources, the number of human resources whom each target organization wants to develop, and others. The short list and the long list constitute the four-year human resource development list for JDS.

make application one year later. L/L was checked to grasp issues in the target organizations' human resource development plan and organization and the number of human resources who can become candidates two or three years later. Moreover, confirmation was made of the existence and number of candidates for the 2nd batch and thereafter.

- (4) 1st batch candidates were recruited from the target organizations, and final candidates were selected through the planned accepting universities' examination of the application documents and interviews and the Operating Committee's interviews.
- (5) The accepting universities' faculty members interviewed the 2nd batch candidates listed in S/L to check their levels of awareness of the issues, expertise, linguistic ability and others from the academic viewpoint.
- (6) Based on the results of (3) to (5), assumption was made of the number of those who can study abroad among the target organizations' candidates (2nd batch candidates and those listed in L/L).
- (7) The total number of fellows to be accepted was considered based on the maximum number of fellows to be accepted for the next four years presented by the Government of Japan in May, 2008, the priority of each sub-program/component, applicants' needs and ability, the planned accepting universities' capacities, etc.
- (8) The total number of fellows to be accepted for the following four years (draft) was confirmed in the discussion between the JICA mission and the Government of Uzbekistan during the 3rd field survey.

#### 4-2-2. The number of fellows to be accepted for the following four years (draft)

The JICA mission explained to the Government of Uzbekistan in the 3rd field survey, based on the "JDS Program Plan" described in Annex 13 and the "Examination on JDS Program Scale" in Annex 14, about the number of fellows to be accepted for the total four batches from FY2009 to FY2012 (draft) and the computation process of the number and obtained the Uzbek Government's approval. The numbers of fellows to be accepted for each sub-program/component in these tables were decided by comprehensively taking into account the following points; the maximum number of fellows to be accepted according to the official message issued by the Ministry of Foreign Affairs of Japan (in May 2008), the result of the selection of the first batch, the number of applicants to be expected for the second batch and subsequent batches, and the highest possible number of fellows that the accepting universities are capable of accepting.

The JICA mission and the Government of Uzbekistan discussed measures to deal with a case in which an applicant declined to accept the fellowship, and agreed to the following principles.

- To select the reserved candidate in the same component as the person who has declined.
- In case when there is no reserved candidate in the same component, it will not be possible to select one from other components. However, even if there is a less number of fellows in one batch due to the lack of reserved candidates, it will be possible to adjust the number of fellows in the next batch and subsequent batches within the upper limit of the number of fellows to be accepted for the four batches, when a qualified applicant has been confirmed in the selection process.

The detailed result of survey for each sub-program and component will be described in the next section.

#### 4-3. Sub-program 1: Human Resource and Institutional Development for Economic Development

##### 4-3-1. Component 1: Improvement of the business environment

###### (1) Main study issues which should be targeted

The expansion of supporting industries led by the private sector is vital to Uzbekistan, which had been incorporated into a former Soviet Union-style economic system, for the sake of economic and industrial promotion. Challenges for private sector promotion in Uzbekistan at present are generally recognized as below:

- Poor ability to execute policies related to private sector promotion
- Underdeveloped institutions and procedures conforming with international standards
- Lack of human resources with a sense of international business

As a result of the survey, challenges such as the following were raised by seven of the nine targeted organizations, excluding those organizations which did not answer the questionnaire. Promoting and strengthening external economic activities, developing market principles and establishing a competitive environment, vitalizing the private sector, setting in place an environment for the introduction of international standards, and fostering government officials in charge of these areas were raised as shared challenges for the seven organizations.

The specific challenges raised by the target organizations and the expected research contents are as listed in Table 6.

Table 6: Main target organizations' issues concerning Sub-Program 1/Component 1

Target organization	Issues	Expected themes
Ministry for Foreign Economic Relations, Investments and Trade*	<ul style="list-style-type: none"> <li>External economic activities sectors; specifically promoting exports, promoting investment from overseas, external trade liberalization, and expanding and strengthening foreign relations</li> <li>Implementing specific policies for solid economic development and to improve the economy, integration into the global economic system, implementing plans to develop export potential, securing external economic rights and interests</li> <li>Building cooperative relations with foreign governments and overseas academic institutions for economic and financial development in Uzbekistan</li> <li>Attracting foreign investment, monitoring the implementation of investment plans, providing the necessary information to foreign investors</li> </ul>	Market economy development, promotion of the economy and industry, trade controls, trade promotion, investment promotion
State Committee of Republic of Uzbekistan on Demonopolization, Support of Competition and Entrepreneurship	<ul style="list-style-type: none"> <li>Promoting a competitive environment and reorganizing companies that are economically crippled</li> <li>Regulating monopolistic actions</li> <li>Promoting the activities of private enterprises</li> <li>Protecting the rights of consumers, etc.</li> </ul>	
Chamber of Commerce and Industry of Uzbekistan	<ul style="list-style-type: none"> <li>Elevating the knowledge and role of the private enterprise sector, rapidly developing the private enterprises in Uzbekistan</li> <li>Expanding opportunities for contact between private enterprises in Uzbekistan and overseas partners and investors</li> <li>Providing extensive services for the activities of private enterprises, including access to information and consultations</li> <li>Arranging overseas business consultations in Uzbekistan, and similarly inviting foreign companies to Uzbekistan</li> <li>Preparing for the development of laws in order to introduce international standards and practical business to Uzbekistan</li> <li>Supporting the development of human resources and education systems for private enterprises</li> </ul>	SME promotion, marketing, business administration strategy, organization and personnel, ventures, accounting
Institute of Economics of the Academy of Sciences	<ul style="list-style-type: none"> <li>Program to increase the competitiveness of and for development methods for the nation's economy under liberalization</li> <li>Molding and creating conditions for promotion mechanisms based on competition for the free development of enterprises</li> </ul>	Market economy development, promotion of the economy and industry, strengthening international competitiveness
Macroeconomic Forecast Research Institute <sup>16</sup>	<ul style="list-style-type: none"> <li>Analyzing trends and drafting legislation concerning bank finance reform and liberalization; reinforcing currency in circulation; improving tax, budget, and credit politics; and the stability of the nation's currency</li> <li>Drafting legislation concerning economic reorganization and restructuring and providing a foundation for investment and political areas</li> <li>Learning from global experience, drafting legislation concerning the introduction of international accounting systems</li> </ul>	Finance, accounting, money and credit
State Committee for Property	<ul style="list-style-type: none"> <li>Implementing policies which aim to reduce the role of the national government in Uzbekistan's economy and markedly increase the role and significance of the private sector</li> <li>Formulating and implementing privatization programs in order to develop market principles, create a competitive environment, and promote the accrual of private property</li> </ul>	Market principles, promotion of private enterprises and SMEs, business administration strategy

<sup>16</sup> The Center for Social and Economic Research was reorganized by a presidential order, and its name was changed on July 30, 2008.

Center for Coordination and Control of Securities Market	<ul style="list-style-type: none"> <li>• Long-term development of the securities market through the use of former state-owned enterprises and fledgling public companies</li> <li>• Creating modern infrastructure for the securities market and reinforcing its monetary and technological foundations</li> <li>• Improving the quality of human resources and developing them for the securities market</li> </ul>	Securities and financial systems
(Under consideration for deletion) Ministry of Economy	No answer for the questionnaire	
(Under consideration for deletion) Ministry of Agriculture and Water	No answer for the questionnaire	

\*: Managing organization

Out of the challenges Uzbekistan is facing and those raised by the target organizations, setting in place an environment which is conducive to vitalizing the private sector and support for integration into the international economy are considered to be important challenges.

In terms of private sector vitalization programs among the JICA cooperation programs, capacity building for practical methods related to policies for fostering industry and promoting trade, support for integration into the international economy, such as accession to the WTO, and advisory support concerning institutional and procedural improvements for accomplishing this, the fostering of both government officials who will play a major role in future economic development and human resources for business, are currently being carried out. Specifically, various kinds of assistance is being provided for initiatives like the implementation of the Improving Tax Administration Project and the Uzbekistan-Japan Center for Human Development Project, as well as the assignment of senior volunteers to the Chamber of Commerce and Industry and higher educational institutions in the business administration and financial sectors.

Accordingly for this sub-program, based on coordination with the various assistance programs by the Government of Japan, facilitating the development of government officials related to the improvement of the business environment, including the private sector and international economy, as well as government officials capable of examining concrete measures to foster industry and promote trade, is considered to be appropriate.

(2) Target organizations' needs

The organizations indicated that they welcomed being selected as target organizations for the JDS Program. They also expressed their appreciation for the fact that young employees who will play a major role in Uzbekistan's future had the opportunity to study in Japan, and it was acknowledged that they had high expectations for the JDS Program. It was made clear that, owing to the change from general public recruitment to a ministry and agency nomination system, human resources who have been deemed eligible to apply would be selected by the organizations. Other clarified matters include the fact that such studies are recognized as leave of absence for academic work at the discretion of their employers under the labor laws in Uzbekistan, that contracts are to be concluded during the course of their employment contract or at the time of studying abroad, and that the students will be obligated to work for a number of years (two or three years depending on the organization). As such, it became evident that the selection of appropriate human resources from within the organizations and their proper utilization after returning home can be expected.

(3) Confirmation of the needs for studying in Japan under the JDS Program and the number of possible applicants for the next four years

The number of officials at the target organizations and the demographic within this that fulfilled the academic background and age requirements was confirmed through the questionnaire. Through the questionnaire it was confirmed that the number of officials at the target organizations was approximately 1,500 people, including regional ones. Of these, it was affirmed that the number of the eligible persons who fulfilled the academic background and age requirements was about 700 people.

Both a short list (S/L) and a long list (L/L) were collected from each target organization at the time of the 1st analysis in Japan. The target organizations listed 16 possible applicants (three each from the Ministry for Foreign Economic Relations, Investments and Trade; the State Committee of Republic of Uzbekistan on Demonopolization, Support of Competition and Entrepreneurship; and the Chamber of Commerce and Industry, etc.) on the S/L for the 1st batch, and 40 candidates (15 from the Macroeconomic Forecast Research Institute, 13 from the Chamber of Commerce and Industry, and four from the State Committee for Property, etc.) on the L/L. The total number of candidates came to 56 people over four years, and it was confirmed that sufficient needs for study abroad exists at the target organizations for JDS program, and that there are enough candidates for the next four years.

(4) 1st batch final successful candidates through interviews

Although the 1st batch S/L listed 16 persons, the actual number of applicants was 15. The accepting university screened application documents and the university's faculty members conducted interviews with a main focus on academic perspectives, as a result of which the university determined that six people could be accepted. Following this, the O/C held comprehensive interviews in which the degree the applicants could contribute to their own country after returning home was used as the main point of assessment. In the end, four people were selected as final successful candidates.

(5) Interviews with the 2nd batch possible applicants

The faculty members at the accepting university were unable to conduct interviews with the possible applicants on the S/L for the 2nd batch due to job-related reasons on the applicants' side. However, considering the S/L for the 2nd batch (including affiliation, position, research themes, English proficiency, etc.), the results of discussion with the Ministry for Foreign Economic Relations, Investments and Trade, which is the managing organization, and the high level of quality of the applicants from this fiscal year as a whole, it is expected that the potential candidates for the 2nd batch will be about the same as those from this fiscal year in terms of both quality and quantity. To be precise, in light of the capacity of this university it was affirmed that around four people would be of an acceptable level. It is also believed that the desired research themes of the possible applicants submitted through the S/L, as well as their affiliation, the work they are engaged in, and other factors are consistent with the challenges of the component. From this perspective, the validity of the possible applicants was also confirmed. Therefore, in this component, it can be confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

Considering the number of possible applicants for the next four years and the result of selection for the 1st batch, four people per batch and sixteen people per four batches will be deemed an appropriate number of people to be accepted for the component.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organizations, etc.)

Discussion was made based on the current issues of the challenges in the Basic Plan for the Sub-Programs (Draft), and the managing organizations confirmed that those issues were in



consistent with perceptions of the actual situation on the component. In addition, it was proposed that the transition from the general public recruitment to the ministry and agency nomination system which was introduced this fiscal year was a necessary reform for the sake of manifesting project effects. Furthermore, both parties exchanged views regarding that the curriculum of the business courses (MBA) provided by the Graduate School of Commerce at Waseda University were consistent with the challenges the target organizations were facing. The managing organization stated that the contents of the courses largely corresponded with the needs of the target organizations.

Based on the result of the discussion, the university side commented that the fostering of working-level government officials capable of carrying out policy making related to improvement of the business environment would be important for this component.

(7) Accepting universities' suggestions for promotion of JDS fellows' study activities

Currently it is under consultation with Waseda University.

Based on the aforementioned results, the Basic Plan for the Sub-Programs (2nd draft) was formulated.

(8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

Partial revisions are required with regard to the target organizations. Refer to '5. Issues which will be raised from 2nd to 4th Batch' described hereafter for details.

#### 4-3-2. Component 2: Management of Public Finance

(1) Main study issues which should be targeted

The further development of a market economy that is based on competitive principles is indispensable for Uzbekistan in transition to a market economy and its sustainable economic development, with stable macroeconomic development serving as a prerequisite for this. Policies in the management of public finance field of study and the acquisition of knowledge and skills in this field are deemed to be necessary for stable macroeconomic development. Current challenges for the management of public finance in Uzbekistan are generally recognized as below:

- Underdeveloped institutions concerning national finance
- Underdeveloped financial institutions and systems

As a result of the survey, financial and monetary system, improving the tax and financial systems, and fostering human resources with financial and monetary expertise were raised as common issues for the 10 target organizations.

The specific challenges raised by the target organizations and the expected research contents are as listed in Table 7.

Table 7: Target organizations' issues in Sub-Program 1/Component 2

Target organization	Issues	Expected study themes
Ministry of Finance*	<ul style="list-style-type: none"> <li>Improving the budget situation and systems for budget implementation</li> <li>Revamping national financial statistics</li> <li>Improving fiscal systems</li> </ul>	Improving the capacity for stable management of public finance, strengthening policy planning capacity to promote the move to a market economy
Central Bank	<ul style="list-style-type: none"> <li>Implementing monetary policy which aims for local currency stability</li> <li>Raising the level of confidence in the banking system</li> </ul>	Improving the capacity for monetary policy, strengthening policy planning capacity to promote the move to a market economy
National Bank for Foreign Economic Activities	<ul style="list-style-type: none"> <li>Strengthening the financial stability of bank capital and assets and increasing their profit margins</li> <li>Intensifying cooperation with global banking organizations and finance-related universities</li> <li>Developing personnel systems leading to the effective use of human resources</li> </ul>	Improving the capacity for stable management of public finance, strengthening policy planning capacity to promote the move to a market economy
Banking and Finance Academy	<ul style="list-style-type: none"> <li>Providing education through master's courses which use the latest international education programs via domestic and foreign experts, such as international financial research institutes that have advanced expertise</li> <li>Cooperation with various foreign aid agencies and the like in monetary and financial sectors</li> </ul>	Improving the capacity for stable management of public finance, improving the capacity for monetary policy, strengthening policy planning capacity to promote the move to a market economy
State Tax Committee	<ul style="list-style-type: none"> <li>Executing tax administration</li> <li>Professional capacity and knowledge of tax agency employees</li> </ul>	Improving administrative capacity for taxation, strengthening policy planning capacity to promote the move to a market economy
State Customs Committee	<ul style="list-style-type: none"> <li>Risk analysis and management</li> <li>Fostering highly motivated and ethical employees imbued with advanced expertise</li> </ul>	Strengthening policy planning capacity to promote the move to a market economy
Macroeconomic Forecast Research Institute	<ul style="list-style-type: none"> <li>Bank finance reform and liberalization; reinforcing currency in circulation; improving tax, budget, and credit politics; analyzing trends and drafting legislation concerning the stability of the nation's currency</li> <li>Drafting legislation concerning economic reorganization and restructuring and providing a foundation for investment and political areas</li> <li>Learning from global experience, drafting legislation concerning the introduction of international accounting systems</li> </ul>	Finance, accounting, money and credit
(Under consideration for deletion) Uzbekistan Banking Association	<ul style="list-style-type: none"> <li>Development and reform of Uzbekistan's banking system</li> </ul>	Improving and strengthening banking systems, strengthening policy planning capacity to promote the move to a market economy
(Under consideration for deletion) Credit Unions Association of Uzbekistan	<ul style="list-style-type: none"> <li>Discovering problems and faults with the existing laws that stipulate the activities of credit associations</li> <li>Carrying out institutional improvements of credit associations, education, marketing, consulting, and other services</li> </ul>	Strengthening policy planning capacity to promote the move to a market economy
(Under consideration for deletion) Microfinance Association of Uzbekistan	<ul style="list-style-type: none"> <li>Raising the technical level of the association's member companies</li> <li>Improving the social protection status of clients by the association's members by means of establishing standards pertaining to socially responsible business</li> </ul>	Strengthening policy planning capacity to promote the move to a market economy

\*: Managing organization

Out of the issues Uzbekistan is facing and those raised by the target organizations, management of public finance is considered to be an important issue, which is conducive to developing a

market economy and vitalizing the private sector.

In terms of private sector vitalization programs among the JICA cooperation programs, the fostering of both government officials who will play a major role in monetary and tax administration and future economic development, as well as human resources suited to the move to a market economy, are currently being carried out. Specifically, various kinds of assistance is being provided for initiatives like the implementation of the projects on improving tax administration and improving civil and administrative law for the development of business activities.

As such, facilitating the human resource development of government officials concerned with the management of public finance is considered to be appropriate for this program.

(2) Target organizations' needs

The organizations indicated that they welcomed being selected as target organizations for the JDS Program. They also indicated that for improving capacity for the management of public finance it would be necessary for government officials to have knowledge and skills in this component, and that carrying out the human resource development by narrowing down the component would be effective. It was also acknowledged that they had high expectations for the JDS Program. It was made clear that, owing to the change from general public recruitment to a ministry and agency nomination system, human resources who have been deemed eligible to apply would be selected by those organizations. Other clarified matters include the fact that for after returning home such studies can be recognized as leave of absence for academic work at the discretion of their employers under the labor laws in Uzbekistan, that contracts are to be concluded during the course of their employment contract or at the time of studying abroad, and that the students will be obligated to work for a number of years (two or three depending on the organization; some target organizations do not obligate the students to return to work). As such, it became evident that the selection of appropriate human resources from within the organizations and their proper utilization after returning home can be expected.

(3) Confirmation of the needs for studying in Japan under the JDS Program and the number of possible applicants for the next four years

The number of officials at the target organizations and the demographic within this that fulfilled the academic background and age requirements was confirmed through the questionnaire. Through the questionnaire it was confirmed that the number of officials at the target organizations was a little more than 20,000 people, including regional ones. Of these, it was affirmed that the number of eligible persons who fulfilled the academic background and age requirements was about 10,000 people.

Both a short list (S/L) and a long list (L/L) were collected from each target organization at the time of the 1st analysis in Japan. The target organizations listed 26 possible applicants (four from the Ministry of Finance, six from the National Bank for Foreign Economic Activities, and four from the Central Bank, etc.) on the S/L for the 1st batch, and 29 possible applicants (12 from the Ministry of Finance, 15 from the Center for Social and Economic Research, etc.) on the L/L. The total number of possible applicants came to 55 people over four years, and it was confirmed that sufficient need for study abroad exists at the target organizations for JDS program, and that there are enough applicants for the next four years.

(4) 1st batch final successful candidates through interviews

Although the 1st batch S/L listed 26 persons, the actual number of applicants was 24. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged five persons to be acceptable.

Following this, the O/C held comprehensive interviews in which the degree the applicants could contribute to their own country after returning home was used as the main point of assessment. In the end, three people were selected as final successful candidates (one each from the Ministry of Finance, the Central Bank, and the National Bank for Foreign Economic Activities).

(5) Interviews with the 2nd batch possible applicants

The accepting universities' faculty members interviewed six candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. To be precise, in light of the capacity of this university it was affirmed that around three people would be of an acceptable level. It is also believed that the awareness of professional challenges expressed by the possible applicants, as well as their affiliation, the work they are engaged in, and other factors are consistent with the challenges of the component. From this perspective, the validity of the possible applicants was also confirmed. As a result, in this component, it was confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

Considering the number of possible applicants for the next four years, the results of selection for the 1st batch and of interview for the 2nd batch, three people per batch and twelve people per four batches will be deemed an appropriate number of people to be accepted for the component .

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organizations, etc.)

Discussion was made based on the current issues of the challenges in the Basic Plan for the Sub-Programs (Draft), and the Ministry of Finance confirmed that these were in consistent with perceptions of the actual situation on the component. Questions were raised over the impression of bias toward applicants from financial institutions like the Central Bank and the National Bank for Foreign Economic Activities as long as the result of application document screening is concerned. The accepting university replied that the screening was conducted impartially based on the applicants' research plan and language proficiency, without giving preference to applicants with any particular affiliation.

Based on the result of the discussion, the university side commented that the fostering of government officials capable of carrying out policy making related to management of public finance would be important for this component.

(7) Accepting universities' suggestions for promotion of JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the officials from managing organizations, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the component:

(Before studying in Japan)

Students are obligated to take core courses (econometrics, microeconomics, and macroeconomics) in a systematic manner.

(During studying in Japan)

To carry out activities like seminars, in which people in charge of financial administration, tax system, and industrial policy authorities from the Government of Japan, local public entities etc. are invited, , as well as field trips to government agencies and companies.

(After studying in Japan)

To hold Japan-Uzbekistan joint seminars through the professors dispatched from the university.

Based on the above results, the Basic Plan for Sub-Programs (2nd draft) was formulated.

(8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

Partial revisions are required with regard to the target organizations. Refer to ‘5. Issues which will be raised from 2nd to 4th Batch’ described hereafter for details.

4-3-3. Component 3: Improvement of legal system

(1) Main study issues which should be targeted

Export promotion is essential for economic and industrial promotion in Uzbekistan. On this account, there is a need for institutional and procedural improvements that comply with international standards with a view towards integration into the international economy, such as accession to the WTO. In addition, the further development of a market economy that is based on competitive principles is indispensable for Uzbekistan in transition to a market economy and its sustainable economic growth, with a legal system that promotes the transition to a market economy considered necessary for this. Current issues on the improvement of the legal system in Uzbekistan are generally recognized as below:

- Underdevelopment of administrative law
- Underdevelopment of international economic law
- Underdevelopment of economic law
- Underdevelopment of a legal system concerning the foreign economic activities sector

As a result of the survey, the following issues were raised by seven of the nine target organizations, excluding those organizations which did not answer the questionnaire. Developing legal systems to promote the transition to a market economy, legal systems that comply with international standards with a view toward integration with the international economy, and fostering government officials to oversee these were raised as common issues for the seven target organizations.

The specific issues raised by the target organizations and the expected research contents are as listed in Table 8.

Table 8: Target organizations’ issues in Sub-Program 1/Component 3

Target organization	Issues	Expected study themes
Ministry of Justice*	<ul style="list-style-type: none"> <li>• Administrative law, international economic law, civil law, international arbitration law, international community humanitarian law, and economic law in general</li> </ul>	Improvement of the legal system for the development of a market economy and industry
Supreme Economic Court	<ul style="list-style-type: none"> <li>• Creating newly revised drafts of Uzbekistan economic trial law, etc.</li> </ul>	Improvement of the legal system for the development of a market economy and industry
Ministry of Finance	<ul style="list-style-type: none"> <li>• Improving the budget situation and systems for budget implementation</li> <li>• Improving fiscal systems</li> </ul>	Improvement of the legal system related to financial affairs, budgets, etc.
Ministry for Foreign Economic Relations, Investments and Trade	<ul style="list-style-type: none"> <li>• External economic activities sectors; specifically promoting exports, promoting investment from overseas, external trade liberalization, and expanding and strengthening foreign relations</li> <li>• Implementing specific policies for economic development and to improve the economy,</li> </ul>	Improvement of the legal system for the development of a market economy and industry

	integration into the global economic system	
Tashkent State Institute of Law	<ul style="list-style-type: none"> <li>Fostering research personnel (producing graduate students, young researchers, doctors of law)</li> <li>Preparing and publishing textbooks for legal fields of study in Uzbekistani and Russian</li> </ul>	Improvement of the legal system for the development of a market economy and industry
Bar Association	<ul style="list-style-type: none"> <li>Improving structures for independent legal defense activities with authority befitting a democratic country ruled by law</li> <li>Establishing professional ethics pertaining to the strict observance and execution of the law</li> </ul>	Improvement of the legal system for the development of a market economy and industry
State Committee of Republic of Uzbekistan on Demonopolization, Support of Competition and Entrepreneurship	<ul style="list-style-type: none"> <li>Promoting a competitive environment and reorganizing companies that are economically crippled</li> <li>Regulating monopolistic actions</li> <li>Promoting the activities of private enterprises</li> <li>Protecting the rights of consumers, etc.</li> </ul>	
(Under consideration for deletion) Association of Court Receivers	No response	
(Under consideration for deletion) Legislative Chamber of the Parliament	No response	

\*: Managing organization

Out of the issues Uzbekistan is facing and those raised by the target organizations; support for improvement of the legal system is considered to be an important issue, which is conducive to developing a market economy and vitalizing the private sector.

In terms of private sector vitalization programs among the JICA cooperation programs, capacity building related to practical techniques for legal systems, advisory support related to institutions and procedures for integration into the international economy, such as accession to the WTO, and the fostering of government officials who will play a major role in future economic development are all currently being carried out. Specifically, various kinds of assistance is being provided for initiatives like the implementation of the projects on improving tax administration and improving civil and administrative law for the development of business activities.

As such, facilitating the human resource development of government officials concerned with the improvement of the legal system to promote the vitalization of the private sector and the move to a market economy is considered to be appropriate for this component. This is to be based on coordination with the various assistance programs by the Government of Japan

## (2) Target organizations' needs

The organizations indicated that they welcomed being selected as target organizations for the JDS Program. They also expressed their appreciation for the fact that young employees who will play a major role in Uzbekistan's future had the opportunity to study in Japan, and it was acknowledged that they had high expectations for the JDS Program. It was made clear that, owing to the change from general public recruitment to a ministry and agency nomination system, human resources who have been deemed eligible to apply would be selected by those organizations. Other clarified matters include the fact that, after returning home, such studies can be recognized as leave of absence for academic work at the discretion of their employers under the labor laws in Uzbekistan, that contracts are to be concluded during the course of their employment contract or at the time of studying abroad, and that the students will be obligated to work for a number of years (two or three depending on the organization; but in the case of overseas scholarships there have previously not been any particular restrictions, and there is the view that the conclusion of similar contracts must be examined). As such, it became evident that

the selection of appropriate human resources from within the organizations and their proper utilization after returning home can be expected.

- (3) Confirmation of the needs for studying in Japan under the JDS Program and the number of possible applicants for the next four years

The number of officials at the target organizations and the demographic within this that fulfilled the academic background and age requirements was confirmed through the questionnaire. Through the questionnaire it was confirmed that the number of officials at the target organizations was approximately 4,000 people, including regional ones. Of these, it was affirmed that the number of eligible persons who fulfilled the academic background and age requirements was about 1,000 people.

Both a short list (S/L) and a long list (L/L) were collected from each target organization at the time of the 1st analysis in Japan. The target organizations listed eight possible applicants (two people from the Ministry of Justice, two from the Supreme Economic Court, three from the Bar Association, etc.) on the S/L for the 1st batch, and 43 possible applicants (five people from the Ministry of Justice, 10 from the Supreme Economic Court, one from the Ministry for Foreign Economic Relations, Investments and Trade, etc.) on the L/L. The total number of possible applicants came to 51 people over four years. It was confirmed that sufficient need for study abroad exists at the target organizations for JDS, and that there are enough applicants for the next four years.

- (4) 1st batch final successful candidates through interviews

Eight people were listed on the S/L for the 1st batch, and eight people actually applied. The accepting university screened application documents and the university's faculty members conducted interviews with a main focus on academic perspectives, as a result of which the university determined that three people could be accepted. Following this, the O/C held comprehensive interviews in which the degree the applicants could contribute to their own country after returning home was used as the main point of assessment. In the end, two people were selected as final successful candidates.

- (5) Interviews with the 2nd batch possible applicants

The faculty members at the accepting university conducted interviews with the two possible applicants on the S/L for the 2nd batch to ascertain a general synopsis for matters like the contents of their current job, their awareness of challenges, motivation to study in Japan, and their English proficiency. When the fact that the applicants will put forth a suitable degree of effort in the roughly two years before they actually enter the university is taken into consideration, it is expected that the potential candidates for the 2nd batch will be of a suitable degree in terms of both quality and quantity. To be precise, in light of the capacity of this university it was affirmed that around two people would be of an acceptable level. It is also believed that the awareness of professional challenges expressed by the possible applicants, as well as their affiliation, the work they are engaged in, and other factors are consistent with the challenges of the component. From this perspective, the validity of the application candidates was also confirmed. On this account, for the component it can be assumed that around the same number of promising possible applicants exist for not only the 1st batch, but also the 2nd batch, and that screening results of close to the same number can be expected for the coming four years.

Considering the number of possible applicants for the next four years, the results of selection for the 1st batch and of interview for the 2nd batch, two people per batch and eight people per four batches will be deemed an appropriate number of people to be accepted for the component.

- (6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organizations, etc.)

Discussion was made based on the current issues of the challenges in the Basic Plan for the Sub-Programs (Draft), with the head of the International Legal Department of the Ministry of Justice agreeing with the contents. They also made statements to the effect that they would like the fellows to deepen their understanding of bankruptcy law and economic law in particular from among Japan's development of its legal system. The university side raised questions regarding issues like the reason for the lagging number of applicants from the target organizations, and the approximate number of recommended nominees who could be expected for the following fiscal year. The Ministry of Justice replied that it would nominate a large number of applicants who fall within the acceptable range for the following fiscal year.

Based on the results of the discussion, the university side commented that the fostering of working-level government officials involved in the development of the legal system would be important for this component.

- (7) Accepting universities' suggestions for promotion of JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the officials from managing organizations, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the component:

(Before studying in Japan)

To dispatch instructors to Uzbekistan in order to provide assistance like advice on setting up research themes and guidance in preparing research plans through interviews with the fellows prior to coming to Japan.

(During studying in Japan)

To hold special lectures by experts on support for developing the Uzbekistan legal system in Japan, and seminars by inviting influential legal practitioners from Uzbekistan.

(After studying in Japan)

To conduct refresher training concerning the latest Japanese laws in cooperation with the Nagoya University Research and Education Center for Japanese Law (\*)

*(\*) A research center established within Tashkent State Institute of Law*

Based on the above results, the Basic Plan for Sub-Programs (2nd draft) was formulated.

- (8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

Out of the target organizations, there were two organizations which provided absolutely no questionnaire responses or applications during the survey. It is needed to be considered on whether or not those organizations should remain as target organizations for the next batch onward

In addition, the total number of applications was only eight, which was smaller compared to the other components, and it is believed that this will lead to less competitive rate for the component. The Ministry of Higher and Secondary, Specialized Education, which is the project implementation agency for the Government of Uzbekistan, would like to recommend applicants from legal-related departments at institutes of higher education such as the National University of Uzbekistan and the Tashkent State University of Economics from the next fiscal year onward. On account of this, and in order to ensure excellent candidates and a certain level



of competitive rate for the component, consideration must be given to broadening the scope of the target organizations (refer to ‘5. Issues which will be raised from 2nd to 4th Batch’ described hereafter for details).

#### 4-4. Sub-Program 2: Improvement of economic infrastructure

##### (1) Main study issues which should be targeted

Socio-economic infrastructure and systems are considered necessary for developing the establishing economic growth. Current issues for infrastructure and systems in Uzbekistan are generally recognized as below:

- The deterioration of infrastructure
- The decline of maintenance skills due to the outward flow of technical experts to other countries
- Inefficiency and a lack of skills in terms of management and operation

As a result of the survey, the following issues were raised by eight of the nine targeted organizations, excluding those organizations which did not answer the questionnaire. Officers’ lack of skills, capability, and knowledge, as well as their inefficiency, with regard to issues which the target organizations must deal with was raised as common issues for the eight target organizations.

The specific issues raised by the target organizations and the expected research contents are as listed in Table 9.

Table 9: Target organizations’ issues for Sub-Program 2

Target organization	Issues	Expected study themes
State Committee for Property *	<ul style="list-style-type: none"> <li>• Implementing policies which aim to reduce the ratio of the public sector in Uzbekistan’s economy and to grow and expand the private sector</li> <li>• Formulating and implementing privatization programs in order to develop market principles, create a competitive environment, and promote the accrual of private property</li> </ul>	Private sector promotion, understanding concerning public works projects and social infrastructure
Uzkommunhizmat Agency	<ul style="list-style-type: none"> <li>• Creating legislation and regulations which define economic reform problems for the public services sector</li> <li>• Introducing a competitive environment for public services, engineering services, and other tasks related to housing and utilities sectors</li> <li>• Implementing monitoring of the compliance status of municipalities, companies, and citizens with public service, technical requirement, and technical standard-related laws</li> </ul>	Understanding concerning public works projects and social infrastructure, increasing the efficiency and strengthening the management of public infrastructure
“Uzbekenergo” State Joint Stock Company	<ul style="list-style-type: none"> <li>• Production, transport, distribution, and sales of electric power and thermal energy</li> <li>• Strengthening the fostering of human resources for the energy industry, as well as human resources for sectors introducing modern, energy-saving technology</li> <li>• Searching for potential investments required for the introduction of modern, energy-saving technology</li> </ul>	Increasing the efficiency and strengthening the management of public infrastructure
“O’zbekiston Temir yo llari” State Railway Joint Stock Company	No response (only responses for items like the total number of employees and ratio, etc.)	Same as left
Automobile and River Transport Agency	<ul style="list-style-type: none"> <li>• Laying a standardized groundwork pertaining to automobile and river transport companies and the carrying out of automobile and river transport</li> <li>• Executing programs for developing automobile and</li> </ul>	Improving systems and management for the manufacturing and industrial structure, management and operation of public works projects and social

	<ul style="list-style-type: none"> <li>river transport in response to the demands of economic sectors and the transporting population</li> <li>• Technical policies for the automobile and river transport sector</li> <li>• Providing educational opportunities in order to improve human resources</li> </ul>	infrastructure
“Uzavtosanoat” (Car Industry) Joint Stock Company	<ul style="list-style-type: none"> <li>• Expanding the production of transportation equipment</li> <li>• Strengthening the local procurement of raw materials, production, and transportation pertaining to automobile manufacturing</li> </ul>	Improving systems and management for the manufacturing and industrial structure, management and operation of public works projects and social infrastructure
“O’zkimyosanoat” (Chemical Industry) State Joint Stock Company	<ul style="list-style-type: none"> <li>• Modernizing, reorganizing, refitting, and introducing effective energy-saving technology in the chemical industry, implementing technical policies pertaining to the localization of production and assembly</li> <li>• Formulating and implementing medium to long-term programs aimed at the sustainable development of the chemical industry, expanding the production of competitive chemical products, and expanding the potential for exports</li> <li>• Drastic reforms and privatization of chemical industry companies by attracting both domestic and foreign investment</li> <li>• Improving the skills of and reeducating engineers, technical employees, and business administration employees in order to adapt to a market economy</li> </ul>	Improving systems and management for the manufacturing and industrial structure, management and operation of public works projects and social infrastructure
(Under consideration for deletion) State Committee for Architecture and Construction	<ul style="list-style-type: none"> <li>• Realizing national policies for urban planning and urban planning activities</li> <li>• Compliance with laws concerning project quality, urban planning, and urban planning standards</li> <li>• Adjustments to and monitoring of the transition to a market economy</li> </ul>	Increasing the efficiency and strengthening management of public infrastructure, the urban planning, and the transition to a market economy
(Under consideration for deletion) Uzbekistan Road Joint Stock Company	<ul style="list-style-type: none"> <li>• Construction, claims, repairs, and maintenance of expressways</li> <li>• Construction and repairs of expressways with international significance</li> </ul>	Improving systems and management for the manufacturing and industrial structure

\*: Managing organization

Out of the issues Uzbekistan is facing and those raised by the target organizations, support for upgrading the deteriorated infrastructure which has come to be a bottleneck to economic growth, as well as support which promotes technical cooperation to improve efficiency on the management and operation fronts are considered to be an important issue. Furthermore, support for strengthening the business administration capabilities of the state-owned enterprises, which actually carry out infrastructure management and operation, is also important.

In terms of transportation infrastructure development programs among the JICA cooperation programs, the repair and restoration of international central highways, improvement of business administration for road projects, and promotion of the efficient use of infrastructure facilities by raising maintenance and management skills are all currently being carried out. Specifically, various kinds of assistance is being provided for initiatives like road administration advisors and the implementation of a project for capacity building for road maintenance and management in the form of inter-regional cooperation projects for the road and transportation sector, to the implementation of the Tashguzar-Kumkurgan New Railway Construction Project and Tashkent Thermal Power Plant Modernization Project under the yen-loan projects.

As such, facilitating the human resource development of government officials concerned with the improvement of economic infrastructure, as well as employees at state-owned enterprises who are involved in actual infrastructure management and operation, is considered to be appropriate for this component. This is to be based on coordination with the various assistance programs by the Government of Japan.

(2) Target organizations' needs

The organizations indicated that they welcomed being selected as target organizations for the JDS Program. They also expressed their appreciation for the fact that young employees who will play a major role in Uzbekistan's future had the opportunity to study improvement of business administration for state-owned enterprises involved in infrastructure development in Japan, and it was acknowledged that they had high expectations for the JDS Program. It was made clear that, owing to the change from general public recruitment to a ministry and agency nomination system, human resources who have been deemed eligible to apply would be selected by those organizations. Other clarified matters include the fact that such studies can be recognized as leave of absence for academic work at the discretion of their employers under the labor laws in Uzbekistan, that contracts are to be concluded during the course of their employment contract or at the time of studying abroad, and that the students will be obligated to work for a number of years (two or three depending on the organization; however, in the survey results there were many organizations which responded that they guarantee or otherwise ensure reinstatement following the leave of absence). As such, it became evident that the selection of appropriate human resources from within the organizations and their proper utilization after returning home can be expected.

(3) Confirmation of the needs for studying in Japan under the JDS Program and the number of possible applicants for the next four years

The number of officials at the target organizations and the demographic within this that fulfilled the academic background and age requirements was confirmed through the questionnaire. Through the questionnaire it was confirmed that the number of officials at the target organizations was approximately 50,000 people, including regional ones. Of these, it was affirmed that the number of eligible persons who fulfilled the academic background and age requirements was about 1,600 people.

Both a short list (S/L) and a long list (L/L) were collected from each target organization at the time of the 1st analysis in Japan. The target organizations listed 32 possible applicants (10 people from "Uzbekenergo" State Joint Stock Company, nine from "Uzavtosanoat" (Car Industry) Joint Stock Company, and nine from "O'zbekiston Temir yo'llari" State Railway Joint Stock Company, etc.) on the S/L for the 1st batch, and 62 possible applicants (seven people from the State Committee for Property, 13 from the Automobile and River Transport Agency, and six from the "O'zkimyosanoat" (Chemical Industry) State Joint Stock Company, etc.) on the L/L. The total number of possible applicants came to 94 people over four years. It was confirmed that sufficient needs for study abroad exists at the target organizations for JDS, and that there are enough applicants for the next four years.

(4) 1st batch final successful candidates through interviews

Thirty-two people were listed on the S/L for the 1st batch, and 32 people actually applied. The accepting university screened application documents and the university's faculty member conducted interviews with a main focus on academic perspectives, as a result of which the university determined that eight people could be accepted. Following this, the O/C held comprehensive interviews in which the degree the applicants could contribute to their own country after returning home was used as the main point of assessment. In the end, five people were selected as final successful candidates.

(5) Interviews with the 2nd batch candidates

The faculty members at the accepting university conducted interviews with some of the possible applicants on the S/L for the 2nd batch to determine a general synopsis for matters like the contents of their current job, their awareness of challenges, motivation to study in Japan, and

their English proficiency. When the fact that there are two years before they actually enter the university is taken into consideration, it is expected that the potential candidates for the 2nd batch will be of a suitable degree in terms of both quality and quantity. To be precise, in light of the capacity of this university it was affirmed that around six people would be of an acceptable level. It is also believed that the awareness of professional challenges expressed by the application candidates that attended, as well as their affiliation, the work they are engaged in, and other factors are consistent with the challenges of the component. From this perspective, the validity of the possible applicants was also confirmed. On this account, for the component it was confirmed that around the same number of promising possible applicants exist for not only the 1st batch, but also the 2nd batch, and that screening results of close to the same number can be expected for the coming four years.

Considering the number of possible applicants for the next four years, the results of selection for the 1st batch and of interview for the 2nd batch, it was determined that five people would be reasonable for the 1st batch. In consideration of the limitations on the number of people accepted for the next four years suggested by the Government of Japan in May 2008, as well as balance with the number of people in other sub-programs ('International Relations' described hereafter), the acceptance of four people each was deemed appropriate for 2nd to 4th batch. As such, a total of 17 people for the four batches were deemed an appropriate number of people to accept for the component.

- (6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization, etc.)

Discussion was made based on the current issues of the challenges related to the improvement of economic infrastructure Uzbekistan is facing. Here, the State Committee for Property touched on the privatization of state-owned enterprises, which is the responsibility of the committee, as well as successful case examples from Japan. The Committee also stated that the normalization and standardization of things like raw materials, the quality of parts and manufactured goods, and administrative services in compliance with international standards is one of the most important elements for the improvement of infrastructure in Uzbekistan. It also explained its thought that competitiveness that is capable of adapting to the global economy can only be acquired once such sectors, which are still inadequate in Uzbekistan, are improved. The accepting university approved of these proposals from the perspective of improving the supply chains for various industries. The university also explained its guiding principles, and stated its intent to support the capacity building of the target organizations by fostering human resources conducive to improving the business administration of state-owned enterprises from the perspective of business administration studies.

Based on the results of the discussion, the university side commented that the fostering of government officials capable of carrying out policy making, as well as the development of human resources capable of improving economic infrastructure by improving the business administration of state-owned enterprises, would be important for this component.

- (7) Accepting universities' suggestions for promotion of JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the officials from managing organizations, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the component:

(Before studying in Japan)

To provide instruction and other activities to review and familiarize the students with subjects like statistics, microeconomics, macroeconomics, and computer operation in aiming for a smooth start to their academic work and life as fellows upon arriving in Japan.

(During studying in Japan)

To hold special lectures by external Japanese experts, field trips, and other activities with the goal of deepening the students' knowledge of issues like the history and current state of economic infrastructure development in Japan, as well as the promotion of various industries through this development and modern challenges.

(After studying in Japan)

To take part in the International University of Japan graduate's network.

Based on the above results, the Basic Plan for Sub-Programs (2nd draft) was formulated.

(8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

Out of the target organizations, there were two organizations which indicated their intent to abstain from providing nominations for reasons such as their small organizational scale and inability to secure recommended nominees who meet the application requirements. In regards to this matter, it is needed to be considered on whether or not those organizations should remain as target organizations for the next batch onward. In addition, examinations regarding the Uzbekistan Agency for Standardization, Metrology and Certification, which is an additional proposal by the managing organization, must be carried out together with this through discussion between the officials from managing organization and faculty member of the accepting university (refer to '5. Issues which will be raised from 2nd to 4th Batch' described hereafter for details).

#### 4-5. Sub-Program 3: International Relations

(1) Main study issues which should be targeted

Contributing to intra-regional cooperation in Central Asia and fostering human resources conducive to promoting said cooperation are considered to be necessary. Current issues for the international relations field, including intra-regional cooperation in Uzbekistan, are generally recognized as follows:

- Insufficient modulating ability concerning regional coordination policies
- The promotion of foreign investment, external trade liberalization, and the expansion and strengthening of foreign relations
- Insufficient institutions and human resources for promoting a market economy

As a result of the survey, the following issues were raised by the three targeted organizations.

The specific issues raised by the target organizations and the expected research contents are as listed in Table 10.

Table 10: Main target organization's issues for Sub-Program 3

Target organization	Issues	Expected study themes
Ministry of Foreign Affairs *	<ul style="list-style-type: none"> <li>• International relations between Asia-Pacific and Central Asia</li> <li>• International law</li> <li>• International economy</li> </ul>	International relations, international community, regional studies
University of World Economy and Diplomacy	<ul style="list-style-type: none"> <li>• Improving the quality of education, achieving international standards</li> <li>• Introducing the latest educational methods and raising the degree of proficiency of professors and lecturers</li> <li>• Improving master's education</li> </ul>	International relations, international community, regional studies
Ministry for Foreign Economic Relations, Investments and Trade	<ul style="list-style-type: none"> <li>• External economic activities sectors, specifically promoting exports</li> <li>• Dual marketing surveys for the global market, in-depth analysis and forecasts concerning the development of domestic and overseas markets, strengthening trade and economic relations with overseas partners</li> <li>• Implementing specific policies for solid economic development and to improve the economy, integration into the global economic system</li> <li>• Building cooperative relations with foreign governments and overseas academic institutions for economic and financial development in Uzbekistan</li> <li>• Attracting foreign investment, monitoring the implementation of investment plans, providing the necessary information to foreign investors</li> </ul>	International relations, international community, regional studies

\*: Managing organization

Out of the issues Uzbekistan is facing and those raised by the target organizations, support related to the international relations field of study, which is conducive to promoting intra-regional cooperation, is considered to be an important issue.

In terms of current JICA cooperation programs, providing cooperation for Central Asia as a whole, striving to resolve regional challenges, and aiming for joint stability and prosperity were deemed important through the "Central Asia plus Japan" dialogue which was proposed in 2004, and a commitment was made to support such an approach.

As such, facilitating the human resource development of government officials who possess the capabilities needed to facilitate intra-regional cooperation, as well as those who can examine the drafting of specific plans, is considered to be appropriate for this sub-program. This is to be based on coordination with the various assistance programs by the Government of Japan.

(2) Target organizations' needs

The organizations indicated that they welcomed being selected as target organizations for the JDS Program. They also expressed their expectations for the capacity building of employees, as well as for the fostering of human resources to strengthen bilateral ties in the future, and it was acknowledged that they had high expectations for the JDS Program. It was also made clear that, owing to the change to a ministry and agency nomination system, human resources who have been deemed eligible to apply would be selected by the organizations. Other clarified matters include the fact that such studies are recognized as leave of absence for academic work at the discretion of their employers under the labor laws in Uzbekistan, that contracts are to be concluded during the course of their employment contract or at the time of studying abroad, and that the students will be obligated to work for a number of years (two or three years depending on the organization; however, three of the targeted organizations responded to the effect that reinstatement was possible). As such, it became evident that the selection of appropriate human resources from within the organizations and their proper utilization after returning home can be expected.

- (3) Confirmation of the needs for studying in Japan under the JDS Program and the number of possible applicants for the next four years

The number of officials at the target organizations and the demographic within this that fulfilled the academic background and age requirements was confirmed through the questionnaire (however, some of the data concerning the Ministry of Foreign Affairs is unknown, and was therefore not included). Through the questionnaire it was confirmed that the number of officers at the target organizations was approximately 800 people, including regional ones. Of these, it was affirmed that the size of eligible persons who fulfilled the academic background and age requirements was on the order of about 600 people.

Both a short list (S/L) and a long list (L/L) were collected from each target organization at the time of the 1st analysis in Japan. The target organizations listed five application candidates (two each from the Ministry of Foreign Affairs and the University of World Economy and Diplomacy, and one from the Ministry for Foreign Economic Relations, Investments and Trade) on the S/L for the 1st batch, and two application candidates (Ministry for Foreign Economic Relations, Investments and Trade) on the L/L. The total number of possible applicants for the four years was seven as of the time of the field survey.

However, the Ministry of Foreign Affairs and the University of World Economy and Diplomacy are currently abstaining from submitting the S/L and L/L for 2nd batch onward. The reason for this is that they would like to carry out more suitable personnel selections based upon the results of the screening results from the current fiscal year, with considerations and submissions planned for hereafter. The discussion between the Ministry of Foreign Affairs, which is the managing organization, and the accepting universities held in September were attended by five more possible applicants for the next fiscal year than the number of applicants from the ministry for the current year. Additionally, the ministry's intention to nominate a greater number of applicants for the 2nd batch onward was also affirmed. As such, it was confirmed that sufficient need for study abroad exists at the target organizations for JDS, and that there are enough applicants for the next four years.

- (4) 1st batch final candidates through interviews

Five people were listed on the S/L for the 1st batch, and five people actually applied. The accepting university screened application documents and the university's faculty members conducted interviews with a main focus on academic perspectives, as a result of which the university determined that one person could be accepted. Following this, the O/C held comprehensive interviews on how much extent the applicant could contribute to Uzbekistan after returning home was used as the main point of assessment. In the end, this candidate was selected as a final successful candidate.

- (5) Interviews with the 2nd batch candidates

The faculty members at the accepting university conducted interviews with the possible applicants on the S/L for the 2nd batch to determine a general synopsis for matters like the contents of their current job, their awareness of challenges, motivation to study in Japan, and their English proficiency. When the fact that there are two years before they actually enter the university is taken into consideration, it is expected that the potential candidates for the 2nd batch will be of a suitable degree in terms of both quality and quantity. Considering the result of discussion with Ministry of Foreign Affairs (MOFA) which is mentioned in (3) that more possible applicants will be nominated by MOFA, and in light of the capacity of this university it was affirmed that around three to five people would be of an acceptable level. It is also believed that the awareness of professional challenges expressed by the application candidates, as well as their affiliation, the work they are engaged in, and other factors are consistent with the challenges of the component. From this perspective, the validity of the possible applicants was

also confirmed. Owing to this, the result was that the final successful candidate was one person for 1st batch. Yet as with (3) above, it was confirmed that more promising possible applicants exist for 2nd batch and onward, and that screening results two person or more can be expected each year for the coming four years.

Considering the number of possible applicants for the next four years, the results of selection for the 1st batch and of interview for the 2nd batch, it was determined that one person would be reasonable for the 1st batch. In consideration of balance with the number of people in the other sub-programs and the impact after returning home, the acceptance of two people each was deemed appropriate for 2nd to 4th batches. As such, a total of seven people for the four batches were deemed an appropriate number of people to accept for the sub-program

- (6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization, etc.)

Discussion was made based on the current issues like the importance of international relations for Uzbekistan and their reasoning. The Ministry of Foreign Affairs of Uzbekistan recognizes that international relations does not simply refer to political relations between nations, instead it is an aggregate of composite elements which include connections with things like society and the economy, and has stated that this is an essential issue for the development of Uzbekistan. The accepting universities stated that the cooperative relations regarding the intra-regional community and economy had functioned effectively during the Soviet era, but after the Central Asian countries attained independence in 1991 following the collapse of the Soviet Union, the relations were weakened. Because of this, the region as a whole continues to stagnate. Uzbekistan has a great amount of territory and a large population within Central Asia, and bears a particularly important role in a geopolitical sense. It stated that there are expectations for Uzbekistan's leadership to not only maintain favorable diplomatic relations with its neighboring countries, but also to promote intra-regional cooperation and agreed with the views of the Ministry of Foreign Affairs.

Based on the results of the discussion, the university side commented that the fostering of diplomats (government officials) capable of carrying out intra-regional cooperation with a broad outlook on international relations would be important for this sub-program.

- (7) Accepting universities' suggestions for promotion of JDS fellows' study activities

Currently it is under consultation with Waseda University.

Based on the above-described results, the Basic Plan for Sub-Programs (2nd draft) was formulated.

- (8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

It is believed that the fact that this sub-program had three target organizations, which is less compared to the other sub-programs, will lead to underperformance in terms of the applicants for the 1st batch. As mentioned in '5. Issues which will be raised from 2nd to 4th Batch' described hereafter, the Ministry of Higher and Secondary, Specialized Education, which is the project implementation agency for the Government of Uzbekistan, would like to recommend applicants from the international relations departments at institutes of higher education such as the National University of Uzbekistan and the Tashkent State University of Oriental Studies from the next fiscal year onward. On account of this, and in order to ensure excellent candidates and a certain level of competitive rate for the sub-program, consideration must be given to broadening the scope of the target organizations.



## 5 Estimation of program scale

Based on the Basic Plan for 3 Sub-Programs /5 Components (second draft) ,which were made as a result of the Survey for Planning until the 2nd field survey, the project cost for the next four years was estimated as follows:

### 5-1. How to implement the Program

With regard to each sub-program/component, government officials recruited or selected by each target organization complete a two-year master's course at the respective accepting university that provides education programs suitable for solving issues. After returning to Uzbekistan, they are reinstated in their former post and expected to contribute to the development of the country through their work, utilizing their capacity improved through studying in Japan.

Preliminary guidance before coming to Japan, field surveys in Uzbekistan during studying in Japan, special activities such as inviting experts from target organizations, and follow-up activities after returning to Uzbekistan will be provided to those officials studying in Japan, based on the special guidance and activities in addition to the ordinary curricula that each accepting university proposed not only to improve the achievement of the officials' studying in Japan but also to raise the level of all the target organizations.

### 5-2. Program cost estimation

Based on the above-described method to implement the JDS Program, estimation was made on the cost for the next four years (see Supplementary File). Assumptions for calculating the program cost are as follows:

#### (1) Number of JDS fellows

The number of JDS fellows set in the Basic Plan for the Sub-Programs (Draft), which was made based on the results of the 2nd field survey

#### (2) Duration of stay in Japan

(only for the JDS fellows coming to Japan in the year of concluding contract with the recipient government)

##### 1) Arrival in Japan

The JDS fellows will arrive in Japan in early August 2009 before the entrance of accepting universities for the academic year of 2008.

In the meantime between their arrival in Japan and entrance into accepting universities, briefing orientation, procedures for foreign registration, arrangements for housing, basic Japanese-language training, support for entrance procedures, etc. will be carried out:

##### 2) Departure for Uzbekistan

The JDS fellows will return to Uzbekistan by October 2011, taking into account the dates of the accepting universities' graduation ceremonies for the academic year of 2008.

(3) Accepting universities

Universities and Graduate Schools based on the university placement plan established as a result of the 1st analysis in Japan will accept JDS fellows.

(4) Expenses

1) Institution expenses

- (a) Estimation of entrance fee and tuition fee will be made for the JDS fellows coming to Japan in the year of concluding contract with the recipient government:
- (b) Estimation of entrance examination fee will be made for the JDS fellows coming to Japan next year of concluding contract with the recipient government:

2) Research activity facilitation expense

The expense is estimated based on the unit price of research activity model per graduate school

Concretely, expenses are paid for special guidance and activities in addition to the accepting university's ordinary curriculum to contribute to the JDS fellows' research activities and the improvement of the capacities of the persons concerned and the target organizations for the next four years, mainly on local activities and the activities of the local persons concerned.

3) Contract research expense

The expense is estimated to be five hundred thousand Japanese Yen (JPY500,000) per JDS fellow coming to Japan in the year of concluding contract with the recipient government .

Concretely, the expense is paid to the university for supporting JDS fellows' research activities in Japan.

(5) Contract price

- 1) The contract price on Japanese-language training in Japan for JDS fellows is estimated for approximately 20 days.
- 2) The contract price on recruitment/selection of JDS fellows is estimated, who will come to Japan next year of concluding contract with the recipient government.

## 6 Issues which will be raised from 2nd to 4th batch

### 6-1. Role of the managing organization

Based on the minutes agreed during the 1st field survey, the purpose of the Program and the role of the managing organization were explained to the managing organization, which understood the explanation to some extent. However, during most of the discussion with the accepting universities, the managing organization mentioned its own issues rather than the issues for the whole sector or common to the target organizations. This was caused by the managing organization's insufficient understanding of its role, difficulty in coordination across government agencies and insufficient negotiation. It is necessary to clarify the managing organization's role in the Program for the next four years and do monitoring so that the managing organization can perform desired functions. Some of the managing organizations expressed their wish to grasp the situation of nomination by other target organizations in the supervised sub-programs and components so that they will be able to take measures to secure enough applicants if necessary. However, there is a probability that this may provoke excessive intervention in the selection of applicants by other target organizations. Thus, as of this point of time, the Operating Committee agrees that the managing organizations should give only suggestion/advice from a professional point of view as to the contents of the sub-programs.

Additionally, sufficient applicant nominations were not received from some of the managing organizations, and cases were observed in which candidates affiliated with the managing organization did not pass the comprehensive interview by the O/C, for example. Because of this, for the next batch onward it will be necessary to encourage greater understanding on the part of the managing organizations towards matters like the JDS Program and their roles as managing organizations, and to appeal to them to nominate applicants who would make a reliable and exceptional contribution to their countries after returning home. It will also be necessary to appeal to the Uzbekistan parties involved in the project (O/C, etc.) to take proactive initiatives for the applicants from the ministries and agencies in light of the importance of the managing organizations that supervise the sub-programs. The Ministry of Justice and the State Committee of Republic Uzbekistan for State Property Management were requested to take active measures to secure a sufficient number of applicants for the second batch and subsequent batches. They accepted our request.

### 6-2. Review of target organizations

#### (1) Additional review of target organizations

The Ministry of Higher and Secondary, Specialized Education mentioned that, despite the fact that there are many universities, research institutes and other institutes of higher education which are consistent with the sub-programs in Uzbekistan, the majority of these are not listed as target organizations. Because of this, the ministry, which is the project implementation agency, made a strong request seeking the addition of these organizations as target organizations from the time of the 1st field survey. It was agreed that in the third field survey, an investigation would be carried out on the seven organizations listed in Table 11 that were deemed to be worthwhile to study their appropriateness as target organizations under the method used in the first field survey (collection of comments by questionnaire on the roles of the possible target organizations and the size of potential applicants) based on the viewpoints of relevance to the basic plan for sub-programs and "selection and concentration" for the manifestation of the Program's effects. It was also agreed that in the first Operating Committee's meeting to be held subsequent to the official decision on the Program's implementation in FY2009, its findings would be examined to decide whether or not these organizations should be added as target organizations.

Higher educational institutions have a high level of importance at the local level from the viewpoint that they fulfill an important role in making policy recommendations to the government, and because they can be expected to contribute to resolving development issues for the government by having their

graduates serve as bureaucrats. Furthermore, as previously mentioned, a sufficient number of applicants could not necessarily be ensured for the 1st batch in some sub-programs. Because of this, and in order to recruit excellent applicants for the next batch onward, it is worth giving consideration to expanding the scope of applicants to an extent that does not overextend the target organizations.

Table 11: Organizations as possible additional target organizations in each sub-program/component

Sub-program/component	Additional possible organizations						
Sub-program 1: Assistance for human resource and institutional development for market economy development and economic/industrial development	<table border="1"> <tr> <td>Component 1: Improvement of the business environment</td> <td>Tashkent State University of Economics</td> </tr> <tr> <td>Component 2: Management of public finance</td> <td>Tashkent Financial Institute</td> </tr> <tr> <td>Component 3: Improvement of the legal system</td> <td>National University of Uzbekistan Karakalpak State University</td> </tr> </table>	Component 1: Improvement of the business environment	Tashkent State University of Economics	Component 2: Management of public finance	Tashkent Financial Institute	Component 3: Improvement of the legal system	National University of Uzbekistan Karakalpak State University
Component 1: Improvement of the business environment	Tashkent State University of Economics						
Component 2: Management of public finance	Tashkent Financial Institute						
Component 3: Improvement of the legal system	National University of Uzbekistan Karakalpak State University						
Sub-program 2: Rehabilitation/improvement of economic infrastructure	(Not applicable)						
Sub-program 3: International relations	Ministry of Higher and Secondary, Specialized Education Tashkent State University of Oriental Studies Institute for Strategic and Regional Studies						

The findings of the questionnaire survey compiled by July 2009 and the result of the hearing survey are outlined in the following table. From the fact that nearly all organizations fulfill important roles in making policy recommendations to the government and the expectation that they can be expected to contribute to solving issues for the government by having their graduates serve as bureaucrats, their appropriateness has been confirmed as target organizations.

Table 12: Findings of the survey as to additional possible target organizations in each sub-program/component

Sub-program	Component	Additional possible organizations	Outline of the findings
Assistance for human resource and institutional development for market economy development and economic/industrial development	Improvement of business environment	Tashkent State University of Economics	Approximately 300 professors are below the age of 39 and have academic degrees equal to the bachelor's degree. Many graduates are successfully working as economists in the fields of marketing, management and international relations. It is possible to nominate two persons or more at least for the next 4~5 years continuously every year. The University provides basic information and data for formulating economic policies to the Office of the President and the Ministry of Economy. For instance, it periodically submits reports on economic update (globalization and measures to address economic crisis, etc.).
		Ministry of Economy	No response received as of July 2009
	Management of public finance	Tashkent Financial Institute	In a staff consisting of some 400 professors, about 60% of them are younger than the age of 39. It is possible to nominate 4~5 persons every year. The Institute carries out an active exchange of personnel with the government

			such as dispatching people to the Ministry of Finance and the State Bank of the Republic of Uzbekistan. At the request of the Ministry of Higher and Secondary, Specialized Education, it is also carrying out a research as to the best system for financial support to research activities at universities.
	Improvement of legal system	National University of Uzbekistan	The University has the longest history in Uzbekistan as university and also has close relationships with organizations in Japan including JICA. Currently, it is equipped with 13 faculties that have roughly 460 professors, etc. in total. It is possible to nominate about 10 persons at maximum every year. There are many graduates who assume key posts in the government. (For instance, the incumbent five deputy prime ministers are its graduates.) Likewise, the former Uzbek Ambassador to China and the former Minister for Higher and Secondary, Specialized Education now teach at the University. As practical contribution to the field of administration of justice, many professors in the Faculty of Law serve as advisors at law courts. Thus, the University actively carries out academia-government exchanges.
		Karakalpak State University	It has a wide range of faculties including the Faculty of Law, Faculty of Education, and Faculty of Natural Sciences. It is possible to recommend about two persons every year. During the period between 2001 and 2008, the University conducted researches with 24 government's subsidies to research in total in various fields. Its graduates serve primarily in legal profession, education and economy.
Development/improvement of economic infrastructure		Not applicable	
International relations		Ministry of Higher and Secondary, Specialized Education	No response received as of June 2009
		Tashkent State University of Oriental Studies	The University has the faculties of Asia-Pacific Studies and Japanese language. That is, it holds experts in Japanese economy, culture and politics. There are many graduates who work for the Ministry of Foreign Affairs and the Ministry of Foreign Economic Relations, Investment and Trade. Similarly, more than 30 graduates assume posts equal to the ambassador in the Uzbek Embassy in overseas countries. The First Vice Minister for Foreign Affairs and Director-Generals of some departments/bureaus are also filled by its graduates. It is possible to recommend 5~10 persons every year. It compiles basic data and collects information for policy formulation by the Ministry of Foreign Affairs, the Ministry of Education, the Ministry of Foreign Economic Relations, Investment and Trade, and the Ministry of Economy. It also has an internship course in which teachers are dispatched to the Ministry of Foreign Affairs for 2~3 months.
		Institute for Strategic and Regional Studies	Expressed its nonparticipation

(2) Review of the removal of some target organizations

Some organizations indicated their intention to abstain from applying for reasons such as lack of personnel, and some organizations provided absolutely no responses to the questionnaire or applications at all. As such, it will be necessary to conduct revisions of the target organizations for the 2nd batch onward. In the third field survey it was agreed to remove the organizations which expressed their withdrawal (Uzbekistan Banking Association, Credit Unions Association of Uzbekistan, Microfinance Association of Uzbekistan, State Committee for Architecture and Construction, and Uzbekistan Road Joint Stock Company) and the organizations which provided no responses to the questionnaire excluding the Ministry of Economy (Ministry of Agriculture and Water Resources, Association of Court Receivers, and Legislature/Parliament).

As to the Ministry of Economy, it was decided, in light of its importance in the sub-programs, that we would ask the Ministry to provide its response to the questionnaire again and that its appropriateness would be reexamined as a target organization. We urged the Ministry to provide its response to the questionnaire, but received no response as of July 2009.

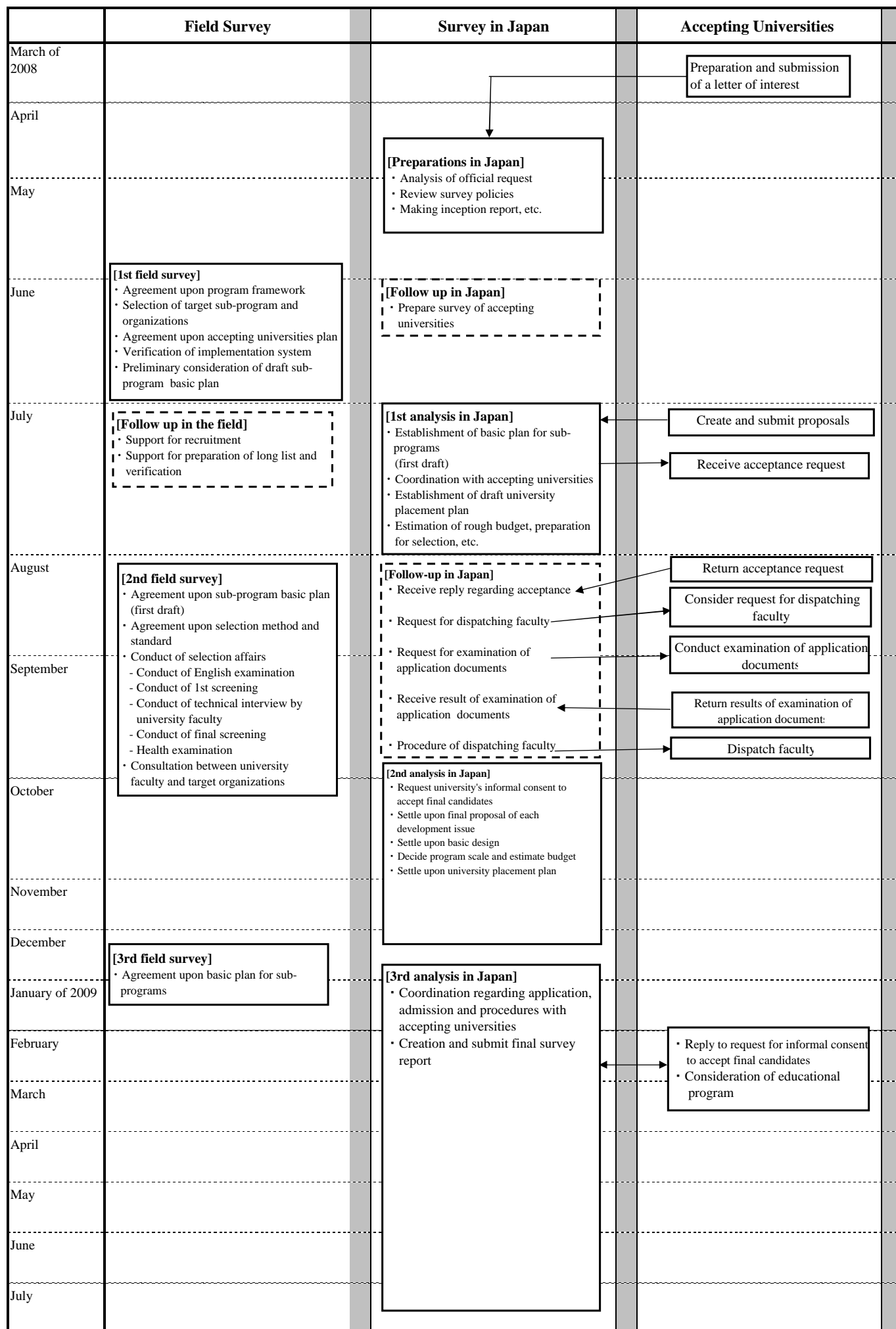
Table 13: Possible organizations to be removed from target organizations in each sub-program and component

Sub-program/component	Possible organization to be removed	
Sub-program 1: Assistance for human resource and institutional development for market economy development and economic/industrial development	Component 1: Improvement of business environment	Ministry of Agriculture and Water Resources
	Component 2: Management of public finance	Uzbekistan Banking Association Credit Unions Association of Uzbekistan Microfinance Association of Uzbekistan
	Component 3: Improvement of legal system	Association of Court Receivers Legislature/Parliament
Sub-program 2: Development/improvement of economic infrastructure	State Committee for Architecture and Construction	
Sub-program 3: International relations	(Not applicable)	

### 6-3. Recruitment period

Only about one month could be ensured for the recruitment period for the current fiscal year due to scheduling issues with the project as a whole, and as a result of this only around half the number of the applicants of previous JDS Programs could be obtained. Since information takes time to make the rounds within Uzbekistan's ministries and agencies, from the following fiscal year onward the length of time required for the recommended nominee selection procedures within the organizations, the preparation of the research plans which the candidates will carry out, and the filing of the necessary application documents will be adequately ensured. Examinations must also be carried out on how to obtain a greater number of applicants.

Flowchart of Survey for Planning the JDS



## **Operating Guideline of the Japanese Grant Aid for Human Resource Development Scholarship under the new system**

April 2008

Japan International Cooperation Agency (JICA)

This operating guideline applies to the Japanese Grant Aid for Human Resource Development Scholarship which will be implemented through a new method from FY2008 onward.

### **PART.1 Basic Principles**

#### **1. Preface**

The purpose of the Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “Japanese Development Scholarship” or “JDS”) program is to support human resources development in countries receiving Japanese grant aid (hereinafter referred to as “recipient countries”), targeting highly capable, young government officials, businesspeople, researchers, and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century. Through this, participants in the JDS program shall contribute to an expanded and enhanced foundation for bilateral relations between their countries and Japan as persons having a well-rounded knowledge of Japan.

Participants accepted through the JDS program will acquire expert knowledge, conduct research, and build human networks at Japanese universities, and are expected to use such knowledge to take an active role in practically solving problems concerning the social and economic development issues that their countries are facing.

Many of the development issues of developing countries cannot be solved through the efforts of these countries alone, and thus responses amid a framework for international cooperation are vital. Furthermore, these responses cannot be separated from the actual development sites that are constantly trying to find solutions. This is why the JDS program is expected to develop human resources that are capable of tackling development issues within the framework of international cooperation, including actual development sites.

These guidelines prescribe general guiding principles which are to be followed regarding the operation of the JDS program as a whole. They are to be based on the exchange of notes (hereinafter referred to as the “E/N”) concluded with the government of the recipient country when the Japanese government approves the implementation of grant aid (hereinafter referred to as the “grant”). Also, they are to be based on the Grant Agreement (hereinafter referred to as the “G/A”) concluded between the government of the recipient country when Japan International Cooperation



Agency (hereinafter referred to as "JICA") provides funds.

JICA will undertake the necessary duties aiming for the appropriate implementation of the JDS in accordance with the relevant laws and ordinances of Japan.

In addition, the government of the recipient country shall entrust its duties related to implementation of the JDS program to an agent (hereinafter referred to as "the Agent") based on a contract agreement.

## **2. Overview of the Grant**

### **(1) Basic Concept**

- (a) JDS is designed to foster exceptional human resources capable of working to resolve various development challenges in the recipient country in the future by imparting them with advanced expertise through studying abroad in Japanese universities. The recruitment, selection, and dispatch of participants shall be conducted based on the agreement of the concerned officials from both countries.
- (b) JDS is to help strengthen the partnership between Japan and the recipient country in the future by continuously accepting and graduating a wide range of participants who specialize in key fields affecting the recipient country and who are educated in Japan, are knowledgeable of Japan, and have a friendly attitude toward Japan.
- (c) In order to ensure that graduates of the program are immediately able to participate in the work of formulating policy and other duties at key positions in the core of the government following their return to their home countries, the degree awarded to said graduates shall, in principle, be a master's degree. The language of study shall, in principle, be English. This is based on the fact that efforts to solve the development issues facing development countries are undertaken under international cooperation frameworks and on the assumption that graduates will be active on the international stage after their return to their home countries.
- (d) For the implementation of the program, full consideration shall be paid to the selection and concentration of each country's priority sectors and issues, as well as coordination with bilateral cooperation programs.

### **(2) Preliminary Survey**

- (a) Prior to the implementation of JDS in the recipient country, JICA shall employ a consultant to conduct a preliminary survey. The preliminary survey shall be conducted once every four years (however, an E/N is concluded for each year), and a single program for each country shall be designed to have "four batches" (four groups of accepted participants: those accepted in each fiscal year constitute one batch).
- (b) The preliminary survey shall specifically ascertain the needs of the recipient country;

narrow down the target field, sector, and organization; and also set clear objectives and determine the required project scale.

- (c) Furthermore, it shall select the first batch of candidates after confirming the number of potential candidates who conform to the intent of the project.
- (d) The major items surveyed in the preliminary survey shall be as follows. The consent of the Operating Committee shall be required for items 1) ~ 5).
  - 1) Target sector and target organization
  - 2) Number of candidates
  - 3) Implementation structure
  - 4) Accepting universities
  - 5) Selection of candidates for the first batch
  - 6) Overall project costs
  - 7) Procedures related to application and matriculation

### **(3) The Agent**

After the conclusion of the E/N and G/A, JICA shall recommend the contractor of the preliminary survey as an Agent to the recipient country. The Agent, in accordance with a contract concluded with the government of the recipient country, shall perform the following duties toward the smooth implementation of the JDS program:

- Work associated with the recruitment and the selection procedure
- Provision of information on study in Japan to candidates
- Procedures related to matriculation, arrival in Japan
- Management of payment of tuition fees and scholarships
- Implementation of orientations at participants' arrival in Japan and return to home countries
- Monitoring for participants
- Implementation of Evaluation Program
- Other duties necessary for JDS program implementation

### **(4) The Operating Committee**

The Operating Committee (hereinafter referred to as "the Committee") shall be comprised of government officials from the recipient country (diplomatic authorities, authorities in charge of acceptance of economic cooperation, education authorities, etc.) and of the Japanese officials (Embassy of Japan, JICA, etc.). In principle, a representative of the government of the recipient country shall serve as Chairperson, and a representative of the Government of Japan shall serve as the Vice Chairperson. However, it shall be possible for representatives of both governments to serve as Co-Chairpersons based on an agreement between the both governments. The Chairperson (representative of the government of the recipient country) shall chair and manage Committee meetings. A JICA representative shall serve as the Director of the Committee's

Secretariat, and shall handle all administrative duties of the Committee, including calling together Committee members and preparing meeting minutes.

#### **(5) Number of dispatchees**

Through the preliminary survey the number of dispatchees for the first batch shall be determined and the planned number of dispatchees for over the four batches shall be established. The number of dispatchees for the second batch onward shall be determined through the selection as part of the agent's duties in the previous fiscal year.

#### **(6) Target Sectors**

The sectors for which participants are accepted in this program shall be those in which Japan has a comparative advantage in degree acquisition. They shall be sectors which have been confirmed as being indispensable to the economic and social development of the recipient country through the preliminary study. As many as five or six sectors can be selected as target sectors.

Stress shall be laid on sectors related to the social sciences which are conducive to efforts like promoting moves toward a market economy and strengthening governance.

#### **(7) Determination of the accepting universities**

Through the preliminary survey JICA shall specify Japanese universities which approve the intent of the program and have educational programs that correspond to the recipient countries' needs, and determine the potential accepting universities for participants in each sector. The government of the recipient country shall be notified of the results during the preliminary survey. The participants from the same sector shall be allocated to the same university (post-graduate course) to the extent that this is possible.

#### **(8) Scope of Expenses covered by the Grant**

Expenses covered by the Grant shall be divided into the following two categories:

- (a) Expenses for the purchase of services necessary in providing academic opportunities to participants from the recipient country for study in Japanese universities: Expenses for recruitment and selection after the 2<sup>nd</sup> batch, expenses for orientations, expenses for monitoring, and others
- (b) Expenses necessary for said participants to study in Japan: Scholarships, allowances for travel to and from Japan, preparation allowances, accommodation allowances, book allowances, allowances for shipping of materials, travel and seminar allowances, tuition fees, contracting fees for university education, and others

### **3. Qualifications and Selection of Participants**

#### **(1) Qualifications and Requirements**

- (a) Nationality: Applicants must be citizens of a recipient country
- (b) Age: In principle, participants shall be between the ages of 22 and 34 (as of April 1st of the fiscal year of the participant's arrival in Japan).
- (c) Exclusion of military personnel: Applicants must not be serving in the military.
- (d) Persons who have strong will to work for the development of recipient countries after their return home.
- (e) Persons who have acquired a master's degree after receiving a scholarship and overseas study through other foreign assistance are not eligible. Persons who are currently receiving another scholarship are not eligible.
- (f) Participants must be in good health, both mentally and physically.
- (g) Persons who have English proficiency that is sufficient for studying abroad in Japan.

## **(2) Participant Recruitment and Selection**

### **(a) Recruitment and selection policies**

- The target group shall be administrative officials recommended by central or regional government ministries and agencies, as well as their related organizations, which oversee target sectors determined through the preliminary survey. However, recruitment from public shall not be excluded for sectors in which recruitment from the private sector is also reasonable.
- Recommendations of candidates shall be done by the target organization under the guidance and responsibility of the Operating Committee, and the quality and number of candidates sufficient for selection shall be ensured.
- The selection of students shall be unequivocally based on each person's academic abilities. The candidates shall be determined through an examination of the application documents and interviews.

### **(b) System for Selection**

- The Committee shall administer all parts of the selection process, from the system for selection to determination of candidates.
- The Committee shall address the following issues:
  - Specific method for selection of participants (including selection criteria and selection policy)
  - Confirmation of the selection schedule
  - Implementation and management of selection tests
  - Determination of candidates
  - Discussion of the content of the E/N, G/A, solution of problems in implementing the JDS program, and other matters

- With the approval of the Committee, final candidates for the JDS program shall be determined, and a final decision on students shall be made after selection by the accepting universities.

#### **4. Conditions for Study in Japan**

##### **(1) Participant Benefits**

###### **(a) Scholarships**

The Agent shall pay allowances, such as scholarships and tuition, directly to participant and accepting universities on behalf of the government of the recipient country in accordance with the contract signed with the recipient country. Each amount for payment of said allowances shall be informed separately.

###### **(b) Term of Scholarship Payment, etc.**

In principle, the scholarship shall be provided to the participant for a term beginning with his/her arrival in Japan and ending with his/her acquisition of the scheduled degree within the initially scheduled period of study. In principle, said term shall not be extended. The recipient country shall cancel payment of the scholarship and arrange for the participant's early return to the recipient country in any of the following cases:

- A false statement has been found in the participant's application.
- The participant violates any article of his/her pledge to the recipient country.
- The participant is subject to disciplinary action by the university or has no prospect of academic attainment within the initially scheduled period of study (including failure to achieve satisfactory performance in his/her major).

##### **(2) Obligation to report**

During the term of the participant's study in Japan, the recipient country shall conduct regular monitoring of the participant, through the Agent, and report to JICA.

##### **(3) Follow up**

Because a key of the JDS program is to create human networks and to encourage participants from the recipient country to help find solutions to problems in economic and social development in their countries after their return home, the recipient country shall conduct surveys on the participants' activities after their return and promote academic and cultural exchange with Japan.

Furthermore, the recipient country shall study ways of giving participants work that provides them the opportunity to be active at central levels within government offices, etc., after their return home.

## **PART2 Contract with the Agent and Verification**

### **1. General remarks**

The government of the recipient country shall conform to the E/N and the G/A, and an agent contract shall be concluded with the agent regarding 2. (3) above. For contracts concluded in this manner, JICA must provide certification to ensure that the grant is eligible. Two contracts prepared with the identical contents shall be presented to JICA by the government of the recipient country through a contractor.

### **2. Recommendation of the agent**

In order to implement the JDS smoothly, following the conclusion of the G/A JICA shall recommend the consultant that undertakes the preliminary survey to the recipient country as the agent.

### **3. References for the E/N and G/A**

The agent contract shall refer the E/N and G/A in the following manner.

[Draft] "Regarding (program name), JICA shall provide a grant to the Government of (name of recipient country) in compliance with the E/N signed between the Japanese Government and the government of the recipient country on (date), and the G/A signed between JICA and the government of the recipient country on (date)."

### **4. References to the number of dispatchees**

The agent contract shall refer the number of dispatchees for each fiscal year, with said number of dispatchees serving as the upper limit.

### **5. Scope of Work**

The contract shall clearly state all products and services to be procured under the Grant. In case that a contract includes services which are not covered by the E/N and the G/A, such a contract shall not be verified by JICA.

### **6. Period of Execution**

The contract shall clearly stipulate the period of execution of work. That period shall not exceed the term of validity of the Grant as prescribed in the G/A.

### **7. Contract Price**

The total amount of the contract price shall not exceed the amount of the Grant specified in the E/N and the G/A. The contract price shall be precisely and correctly stated in Japanese yen in the contract using both words and figures. If there is a difference between the price in words and that

in figures, the price in words is deemed correct.

## **8. Verification of Contract**

The contract shall clearly state that it shall be verified by JICA to be eligible for the Grant in accordance with the stipulations of the E/N and the G/A.

## **9. Payment Method**

In accordance with the E/N and the G/A, the contract shall have a clause stating that "payment shall be made in Japanese yen through a Japanese bank under an Authorization to Pay (A/P) issued by the Recipient or its designated authority". Payment shall be made in accordance with the criteria stipulated by JICA.

As payment includes the participants' living expenses in Japan, due care shall be taken to ensure that payment is made on the designated date in a timely manner. Thus, the government of the recipient country must issue an Authorization to Pay without delay.

## **10. Responsibilities and Obligations of the Recipient Country**

The contract shall clearly state the responsibilities and obligations of the Recipient Country in accordance with the E/N and the G/A.

## **11. Amendment**

If the contract requires amendment, it shall be done in the form of a contract of amendment, referring to the contract presently in force identified by its verification date and number.

The contract of amendment shall clearly state that;

- (1) all the clauses except that which is or are amended, remain unchanged.
- (2) the contract of amendment shall be verified by JICA to be eligible for the Grant.

\*If application of the Guidelines is inconsistent with the laws and regulations of the Government of the recipient country, the Government of the recipient country is requested to consult with JICA.

## Attachment 1: Major changes in the JDS

	Item	Before	After	Notes
Project formation stage	Preliminary surveys including field surveys	Not be implemented		1) To be Implemented once in four years. The program is planned to cover four batches of the scholarship fellows. 2) To be conducted for two to three target countries. Taking 4 fiscal years, the new system will be applied for all the target countries. 3) To be conducted by JICA contracting with private consultants
	Collaboration between target sectors / issues / organizations and bilateral ODA programs			1) The target sectors and issues, and target organizations are decided through the preliminary survey from the perspective of collaboration with bilateral cooperation programs. 2) "Selection and concentration" on four to five sectors at most per target country.
	Recruitment of candidates from public through the media or internet		Not applicable generally	1) The target organizations will carry out the recruitment of candidates while the Operating Committee, including the Embassy of Japan and JICA overseas offices, will take part to ensure that the selection of scholarship fellows is conducted appropriately. 2) If the target sector is Private Sector Development then recruitment from public may be applied as an exceptional case.
	Selection of candidates by university faculty (examination of the application documents and technical interview)			1) The participation of the Operating Committee in the selection process will essentially remain unchanged. 2) The expertise of the accepting universities will be reflected to the planning of the program covering four batches of the scholarship fellows
	Period of examination of the application documents and technical interview	Examination of the application documents: Oct. - Nov. Technical interview Dec.-Jan.	Examination of the application documents: Aug.-Sept. Technical interview Sept.	
	Survey of the accepting universities (postgraduate courses) and confirmation of the programs provided			1) JICA is responsible for the survey. 2) Specific contents and method of the survey are currently prepared.
	Formulation of a strategic university allotment plan			1) JICA is responsible for the formulation. 2) Enhancement of the matching of the needs of the partner countries with accepting universities 3) The scholarship fellows of the same target country and sector and issues will be accepted in the same accepting university as much as possible.
Implementation stage	Conclusion of E/N			To be concluded each year as usual.
	Agent			JICA will recommend the organization which wins an open bid on the preliminary field surveys.
	Cooperation period	No explicit agreement exists	4 years (4 batches)	1) Acceptance of the four batches planned for one cooperation period. 2) The number of scholarship fellows for the four batches accepted in each accepting university/master courses will be fixed as well as the target countries and sectors. 3) If the partner country requests, another preliminary survey will be conducted after the completion of the cooperation for its evaluation and the examination of suitability and possibility to implement another cooperation.
	Pre-departure language training		Not applicable	Pre-departure language training will be done away with. If necessary, it will be conducted under the responsibility of the partner country's government.
	Language training in Japan		Not applicable	1) Group-type training for two month which is currently provided will no longer be provided. 2) Essential Japanese language training for one week or so will be provided.
	Monitoring mission		Not applicable	(c) Monitoring missions for which the Japanese side has borne the expenses will not be implemented. This measure is applied to all the target countries. Instead, the embassy of the target countries in Tokyo are encouraged to initiate the monitoring, if necessary.
	Supports for the scholarship fellows, etc.			Supports for the scholarship fellows such as application, matriculation, and procedures of returning home country, confirmations of the research progress and others will be carried out by the agents as they were.
	Party responsibility for conducting follow-ups of JDS Returned Fellows	The government of the partner country	The government of the partner country	1) Utilization of JDS Returned Fellows will be managed by the government of the partner countries as it was. 2) The possibility will be discussed that the Japanese side will support this initiative with soft-type follow-up cooperation scheme and providing information through the website "JICA Global Network."



**The Japanese Grant Aid for Human Resource  
Development Scholarship (JDS) in Uzbekistan  
Record of Discussion on the 1st Operating Committee  
in 2009 – 2010**

1. Date and Time: 15:00-17:00, June 26, 2008
2. Venue: Conference Room, Ministry of Higher and Secondary Specialized Education
3. Participants

OC members

<Uzbekistan Side>

- Mr. Mukhitdinov Akmal Anvarovich - First Deputy Minister of Higher and Secondary Specialized Education
- Mr. Marakhimov Avaz Rakhimovich - Deputy Minister of Higher and Secondary Specialized Education
- Mr. Suleymanov Shokhrukh Yakubaevich - Head of Asia Pacific Countries Department Directorate General for Information and Analysis, Ministry for Foreign Economic Relations Investments and Trade
- Mr. Irgashev Yakubjon Abdullaevich - Head of Department of International Relations, Ministry of Higher and Secondary Specialized Education

<Japanese Side>

- Mr. Koike Takayuki – Minister - Counsellor, Embassy of Japan in Uzbekistan
- Mr. Nishimiya Noriaki - Resident Representative, JICA Uzbekistan Office
- Mr. Inaba Yasushi - Co-director, Uzbekistan- Japan Center for Human Development

Observers

- Ms. Kaneko Tomomi - Attaché for Economics, Embassy of Japan in Uzbekistan
- Mr. Yamazaki Jun - Assistant Resident Representative, JICA Uzbekistan Office

Consultants

- Mr. Kotaki Asatora - Country Officer, International student division, JICE
- Mr. Murai Yoshiyuki - Training coordinator, International Training Department, JICE
- Ms. Yamamoto Tomomi - Project Coordinator, International student division, JICE

4. Program

- (1) Opening Remarks (EOJ, MHSSE)
- (2) Introduction of the Operating Committee members (EOJ, MHSSE)
- (3) Proposal and approval of the agenda (JICE)
  - 1) **【Report】** Results of field survey on the target ministries/org (JICE)
  - 2) **【Discussion】**
    1. Basic design paper of the project (JICA)
    2. Target organizations (JICA)
    3. Composition of Operating Committee (EOJ)
  - 3) **【Confirmation】** Schedule after the 1<sup>st</sup> O/C meeting (JICE)

## 5. Contents

5-1. Mr. Mukhitdinov A.A., MHSSE, opened 1<sup>st</sup> O/C Meeting with Opening Remarks, introducing the member from Uzbek side.

5-2. Mr. Koike, Minister- Counsellor of EOJ returned a compliment on behalf of Japanese side with introduction of attendants from Japan.

## &lt;Proposal of Draft Agenda&gt;

5-3. JICE proposed agenda as described above, and the Operating Committee members approved the draft of agenda.

## &lt;Report&gt;

5-4. Results of field survey on the target ministries/organizations

Mr. Kotaki from JICE, made a report according to the summary table on the result of filed survey on target organizations, which are to nominate their candidates. Total number of organizations is 35. JICE visited 15 org out of them and collect 22 answers to the questionnaires. All details are available in Appendix 1. The main points of the report:

- a) The seven key ministries/organizations we visited during JICA survey group showed positive interests to JDS program and seemed to have a great number of appropriate candidates to nominate. These ministries are Ministry of Foreign Affairs, Ministry of Finance, MFERIT and Central Bank and so on;
- b) Almost all organizations give permission for academic leave;
- c) Because of its small scale of org and a number of engineers trained in Russian, few organizations listed for “Improvement of infrastructure management” seemed to have sufficient number of applicants without English language problems. Nevertheless, totally, all organizations are interested in JDS program
- d) State Customs Committee would suit “Improvement of Financial management” better than “Improvement of business environment” because their main roles are concerned with national budget.
- e) Center for social and economic research expressed its a desire to be added to “Management of Public Finance” as well as “Improvement of or the development of private sectors” for their specialty.
- f) State Statistics Committee declined participation to JDS.
- g) In terms of organization which haven’t submitted questioner, JICE will make efforts to receive it after the meeting.

## &lt;Q&amp;A on Report&gt;

*Mr. Mukhitdinov A.A., MHSSE: How were these 35 organizations selected?*

*Mr. Kotaki A., JICE: On the basis of its knowledge, Japanese side has elaborated its plan and presented it to Uzbek side at the discussion on minutes of meeting.*

*Mr. Mukhitdinov A.A.: What is the purpose of new changes in JDS project this year?*

*Mr. Kotaki A.: Main point is the shift from fostering/focusing on individuals under open requirment to capacity building to ministries/public organizations targeted. This reform has been introduced to not only Uzbekistan, but also Laos and Mongolia this year. Next year, another three or four countries will face the same reform.*

*Mr Mukhitdinov A.A.: So, in this connection, are JDS fellows obliged to work after their return?*

*Mr. Kotaki: We’ve included paragraph in A/G, which states JDS fellows have obligations to work in Uzbekistan for 2 years after return.*

*Mr. Mukhitdinov A.A.: What is the principle of choosing target organizations? We would like to ask the possibility to review it. From our side, we’d like to add MHSSE on the list as one of the target ministries.*

*Mr.Yamazaki: Due to the time limitation we had at the discussion on Minutes, there seems possibility of minor changes when we find it appropriate. However, as out line of the project has been agreed with minutes signed last week, we are supposed to proceed with the outline for four year in principle.*

## &lt;Basic design paper of the project&gt;

5-5. Mr. Nishimiya N., JICA, explained basic design of the project as follows,

- ✓ They will be used as base for evaluation when we evaluate project effect in four years.
- ✓ They shall be finalized by the 3<sup>rd</sup> field survey in November through consultation of accepting universities from their specialized view point.
- ✓ Followings are university allocation to each development issue. Waseda for “Business environment”, Ritsumeikan for “Financial management”, International University of Japan for “Infrastructure management”. University for “International relations” will be decided later.

## &lt;Q&amp;A on design paper of the project&gt;

*Mr. Irgashev Ya.: Are these universities fixed? It is regrettable for me that universities which accepted Uzbek fellows for a long time such as Hitotsubashi, Kyusyu, Toyohashi university of Technology cannot be seen on the list.*

*Mr. Kotaki A.: This year, we requested proposals from respective universities on what kind of program/curriculum they can provide for Uzbek fellows to each development issues. We have chosen some of them, as you see on the list, that presented best offer to us. Because of this process we've taken, you can be assured that JDS fellows can study in best academic environment.*

*In addition, with the condition that once they receive Uzbek fellows this year, they can receive Uzbek fellows for another three years in a row, it is expected that accepting universities become easier to provide program/curriculum specialized to Uzbekistan fellows with its continuity.*

## &lt;Target organizations&gt;

5-6. Mr. Irgashev Ya, MHSSE mentioned that the minutes (JICA mission) have already been signed, but MHSSE hold some reservations about the list and would like to raise proposals as follows.

1. MHSSE should be included on the list, where they could nominate researchers/professors from different higher education institutes, not from the central body.
2. Institute of strategic and regional studies should be added on the list for “International Relations”
3. Academy of Science – as one of higher educational institute – should be added, rather than just putting Institute of Economics as a branch of the Academy.
4. Subprogram 3 could be entitled as “Public administration” rather than “International Relations”, so that the field could be wider and could engulf more target organizations.
5. To include the following paragraph – “List of target organizations is not completed. It could be amended by enlarging or shortening if necessary” – in the minutes or today’s OC minutes.

Mr. Suleymanov from MFRIT suggested;

1. To exclude the word “legal departments” of Ministry of Finance and MFERIT because it is strange to line up different category in the same line. It is for sure that they will nominate appropriate candidates with legal knowledge even if the words of department are deleted.

Mr. Nishimiya N., JICA, from Japanese side has proposed:

1. Official minutes signed last week can't be amended. However, we can accommodate request from Uzbek side onto the today's OC minutes. Japanese side agrees with your request.
2. We shall proceed with existing target org in order not to delay this year's schedule anymore.
3. In terms of including MHSSE, it is necessary to prove that MHSSE fit the development issues. It requires much more discussion.
4. Uzbek side should raise specific name of higher educational institutions first. Then, both parties can begin a discussion toward 2<sup>nd</sup> batch. The list of target org may be changed according to the expected discussion

Mr. Yamazaki J., JICA, reconfirmed partly change of target org list as below:

1. Replace State Customs Committee from “Improvement of business environment for the development of private sectors” to “Management of public finance”;
2. Include Center for social and economic research to “Improvement of business environment for the development of private sectors” and “Management of public finance”;
3. Leave State Statistics Committee out of the list;
4. Delete the word of its departments of MOF and MFERIT, remaining organizations themselves.

Both parties came to a conclusion in the end that the existing list was approved with some change reconfirmed by Mr. Yamazaki so that upcoming schedule can proceed without delay. At the same time, the list could be changed through the discussion to be followed about whether MHSEE or higher educational institutions are included. Possibility to change the list is noted in the minutes herewith.

<Composition of Operating Committee>

5-7. Mr. Koike T., Embassy of Japan, asked one question as follows:

*JDS project are facing significant changes. In this connection, accordingly, both parties need to discuss/ think them over together. As a rule, it requires us lots of efforts. We can not come to one decision at once but sometimes we are required to make a decision promptly. During the last discussion between JICA-led-mission and Uzbek side, both sides might have faced difficulty in drawing conclusion smoothly. It was probably just because of inexperience of both sides in such procedure.*

*I would like to ask Uzbek side what kind of composition/members would be better for smoother implementation of JDS. Of course, we are expecting that MHSSE continue to play important role as key ministry as you have done since the beginning of this project.*

MHSSE responded to his question

*We think the Operating Committee of Uzbek side consisting of existing three organizations is appropriate. Therefore we would like to keep the existing three organizations. The reason making decisions took time more than usual was significant reform this year. I consider that Cabinet of Ministries, MHSSE and MFERIT could all remain in O/C. No problem will appear from Uzbek side, if everything is prepared beforehand. It is for sure that we continue to do our best for the smooth implementation of JDS.*

<Schedule after the 1<sup>st</sup> O/C>

5-8. Mr. Kotaki reconfirmed further schedule as follows and approved.

- ✓ 1<sup>st</sup> week July: Distributing Application Guideline and form to all target org
- ✓ July 25<sup>th</sup> : Submission deadline
- ✓ August: Document screening and English proficiency test
- ✓ September: University interview
- ✓ Early October: Comprehensive interview
- ✓ Summer 2009 : Arrive in Japan and start academic life

<Other>

5-9. Mr. Kotaki informed attendants of declination of Mr. Jalilov Sh. from his scholarship, who was supposed to study at Tokyo University of Agriculture and Technology due to the personal reasons. His cancelation was accepted.

## Decisions

- We approved the list of target organizations;
- The list of target org could be changed through the discussion to be followed toward 2<sup>nd</sup> batch;
- We decided to replace State Customs Committee from “Improvement of business environment for the development of private sectors” to “Management of public finance”;
- We decided to include Center for social and economic research to “Improvement of business environment for the development of private sectors” and “Management of public finance”;
- We decided to leave State Statistics Committee out of the list of target organizations;
- We decided to delete the words of its departments of Ministry of Finance and MFERIT, remaining organizations;
- We confirmed the schedule after 1<sup>st</sup> O/C meeting;
- We accepted declination of Mr.Jalilov Sh.

End of Paper

## Japan's Country Assistance Program for Uzbekistan / JICA's country-specific programs / JDS Sub-programs

Targets of Assistance	Priority Areas	Development Goals (assistance policy by priority area)	Cooperation program	JDS Sub-programs/ Components
①Support for human resource development and institution building to facilitate a market economy and develop economy and industry (Support for Transition towards a Market Economy and WTO accession)	①Support for Human resource development and institution building to develop economy	①Legal and administrative reform for private sector development,	①Private sector development Program	Improvement of Business Environment (Sp 1-①)
		②Private sector human resource development		Management of Public Finance (Sp1-②)
		③Assistance for integration into the international economy		Improvement of Legal System (Sp1-③)
②Support for restructuring the social sector	②Agricultural Reform, Rural Development	④Agricultural Reform, Rural Development	②Agricultural Reform, Rural Development Program	
	③Public Service Improvement	⑤Education Reform	③Vocational Education Upgrading Program	
		⑥Health Care Reform	④Health Care Reform Program	
		⑦Environmental Protection, Disaster Management	⑤Environmental Protection, Disaster Management Program	
③Economic infrastructure renovation and improvement	④Economic infrastructure improvement	⑧Improvement of public work management	⑥Improvement of Transportation Infrastructure Program	Improvement of Economic Infrastructure (Sp2)
		⑨Promotion of efficient use of infrastructure		
④Promotion of intra-regional cooperation	⑤Promotion of intra-regional cooperation	⑩Promotion of intra-regional cooperation	⑦Promotion of intra-regional cooperation	International Relation (Sp3)

Republic of Uzbekistan							
Sub-Program / Component	Name of accepting university / Study Course	Basic Policy of education	Acceptance result (field of study, no. of persons)			Improvements proposed to universities	
			Field of Study	06	07		
Human Resource and Institutional Development for Economic Development (Sub-Program 1)							
Improvement of Business Environment	Waseda University Graduate school of Commerce	The basic policy is to develop human resources that have business sense accepted in international society. In both public and private markets, customer satisfaction has still not been fully satisfied in Uzbekistan. It is urgently necessary for Uzbekistan to acquire international business sense as a preparation for becoming an international member in ten years. It is necessary for Uzbekistan to reform business systems and improve the treatment of domestic and foreign customers promptly, such as treatment at airport customs, use of systems for treating customers, the national department store (TsUM)'s attitude toward customers, the operation of subways and dealing with lack of local currencies at financial institutions. Uzbek fellows should learn "what systems should be" through actual experience in the Japanese economy and society.	Public Administration	2	2	(Guidance on theses) Because there are many fellows, it is necessary for the fellows to approach faculty members proactively. An increase is expected in the number of faculty members.	
Management of Public Finance	Ritsumeikan University Graduate School of Finance	Compared with other CIS countries, Uzbekistan is delayed in transition to market economy and institutional reforms for economic development – mainly, in the private sector. To prevent further delay in rapid globalization, it is urgently necessary to promote market economy further and activate the private sector. Because of this, Uzbekistan is planning to develop the infrastructure in a wider sense, such as improvement of efficiency of the public sector (including simplification of administrative procedures), reform of systems and procedures, which is precondition of trade promotion, according to international standards and development of business human resources. However, these institutional reforms require stable development of macro economy. The purpose of this program is to develop high-level experts who have the ability to plan and implement financial and other macroeconomic policies and policies for the promotion of market economy. Experts in this area must not only improve knowledge and experience in a specific field, such as finance, banking or a certain market or industry, but also have comprehensive knowledge and capacity in economy, such as the range of vision over the whole economy, understanding of economic phenomena related with each other complicatedly and coordination with related organizations, including foreign ones. Therefore, this program encourages the fellows to study hard about economic theories and analysis methods and, by applying them, practically try to solve concrete problems and plan strategies in each field through guidance on the subjects to be developed and on the preparation of a master thesis.	-		-	(Guidance on thesis) An increase is expected in the number of faculty members in the financial area.	
Improvement of Legal System	Nagoya University Graduate School of Law	This graduate school has accepted about two JDS fellows every year since 2000 to develop legal human resources who lead the establishment of laws that promote transition to market economy, whether public or private human resources. This has been highly evaluated by the judicial circles of Uzbekistan. In the meantime, this project developed judicial human resources of four organizations that have experience in research and educational exchange under the JICA Legal System Reform Support Project or with our graduate school (the Ministry of Justice, the Supreme Economic Court, the Tashkent State Institute of Law and the University of World Economy and Diplomacy). With regard to private judicial circles, our graduate school, for example, accepts lawyers through the Ministry of Justice, the managing organization. In the meantime, JICA has carried out projects for supporting legal system reform for developing small and midsize enterprises and supporting the preparation of Kommentar on the Bankruptcy Law. Based on the results of these projects for supporting legal system reform, this project will develop judicial human resources who can actually enforce the legal system established with the support of JICA and search for more advanced theories for the enforcement.	Law	3	2	(Curriculum/lecture) • Improvement of English courses concerning intellectual property and arbitration	
Improvement of Economic Infrastructure (Sub-Program 2)	International University of Japan Graduate School of International Management	In Uzbekistan after the breakdown of the Soviet Union, the main issues to be solved for modernization and reform are "privatization of enterprises," "modernization of markets" and "renewal and development of economic infrastructure." Above all, Uzbekistan regards "improvement of management of public works and promotion of efficient use of infrastructure" as one of the target issues for this JDS Program. To cope with this, our graduate school has set up the following basic policy: Firstly, the private enterprise management method that has been developed and implemented in Western countries can effectively apply in order to improve efficiency of public enterprise management. Secondly, it is necessary to acquire knowledge and complete training on economic / business administrative aspect (intangible aspect of infrastructure management), as well as technical / engineering aspect (tangible aspect of infrastructure management) for renewal and management of social infrastructure, such as transportation and energy. Therefore, the basic policy is to develop human resources well informed about the social science aspect of social foundations – that is, the intangible aspect of infrastructure management –, centering on the education in business management at the Graduate School of International Management and adding the economic development education at the Graduate School of International Relations.	-	-	-	(Curriculum/lecture) • Increase in the number of faculty members for human resources development study • Feedback is expected about students' evaluation of faculty members and lectures. • Homogenization of contents of lectures by faculty members	

Republic of Uzbekistan						
Sub-Program / Component	Name of accepting university / Study Course	Basic Policy of education	Acceptance result (field of study, no. of persons)			Improvements proposed to universities
			Field of Study	06	07	
International Relation (Sub-Program 3)	Waseda University Graduate School of Asia Pacific studies	The basic philosophy of the Graduate School of Asia-Pacific Studies' MA Program in International Relations is "to study the history, politics, economy, industry, business, society, culture and international problems of the Asia-Pacific and other regions academically from the global and regional viewpoints" and "to understand the energetic Asia-Pacific region and train experts and researchers who lead the future of the region." The MA Program in International Relations has performed the hub function for Asian cooperation at Waseda University through the promotion of training of practical researchers and high-level professionals who can strategically predict the future prospects of the Asia-Pacific region, objectively consider accumulated phenomena and derive a clue for solving problem, based on the independence of each academic domain and reforming research and education activities in cooperation with various extramural actors.	-	-	-	(Guidance on thesis) Because there are many fellows, it is necessary for the fellows to approach faculty members proactively. An increase is expected in the number of faculty members.



**(2) Accepting Universities (Graduate School) Proposal**

Name of accepting university :

<p><b>1</b> Basic Principles of Guidance</p>	
<p><b>2</b> Program Contents/ Curriculums, etc.</p>	<p>Program Outline</p>
	<p>Curriculum Composition</p>
	<p>Course Contents</p>
	<p>Standard example of study</p>
<p><b>3</b> Additional Proposals for Studies by JDS Students</p>	
<p>Estimated expenses for implementation of the above proposals</p>	

<b>4</b> Potential Candidates (Requirements)	
<b>5</b> Matters to be specially emphasized at local interviews	
<b>6</b> Support that can be offered to prospective enrollees before visiting Japan	
<b>7</b> Possible follow-up support for fellows after returning home	
<b>8</b> Possible support for language (Japanese, English) education	
<b>9</b> Faculty members able to provide guidance on the development issue concerned	The number of faculty members able to provide main types of guidance, such as <u>guidance on thesis</u> [ ] Of them, the number of instructors who can provide guidance in English [ ]
<b>10</b> Opinion from technical viewpoint concerning "Basic Plan for Sub-Programs" (Draft)	
<b>11</b> Number of persons acceptable for the issues concerned	[ ] persons/year      Total for four years [ ] persons
<b>12</b> Other	

## Japanese Grant Aid for Human Resource Development Scholarship (JDS) Basic Plan for the Sub-Programs

### **Basic Information of Sub-Program**

1. Country: Republic of Uzbekistan
2. Sub-Program(Target Priority Area): Human Resource and Institutional Development for Economic Development
3. Operating Committee: Cabinet Ministers,  
Ministry of Higher and Secondary, Specialized Education,  
Ministry of Foreign Economics Relations, Investment and Trade,  
Embassy of Japan in Uzbekistan, JICA Uzbekistan Office,  
The Uzbekistan-Japan Center for Human Development

### **Itemized Table 1**

#### **1. Outline of the Sub-Program/Component**

##### **(1) Basic Information**

1. Sub-Program(Target Priority Area): Human Resource and Institutional Development for Economic Development
2. Components (Development Issues): Improvement of Business Environment
3. Managing organization: Ministry for Foreign Economic Relations, Investments and Trade
4. Target Organizations: Ministry for Foreign Economic Relations, Investments and Trade, State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship, Chamber of Commerce and Industry, Institute of Economics of the Academy of Sciences, Institute for Macroeconomics forecasting, State Committee for Property, Center for coordination and control of securities market, Ministry of Economy,

##### **(2) Background**

Since gaining independence in 1991, Uzbekistan has been making efforts to move away from the socialist regime of the former Soviet Union. In August 1997, the Uzbek government promulgated the National Human Resource Development Program. The major objectives of this program include fundamental reforms of the education system, the abandonment of old beliefs, and the establishment of a national education system that allows the development of human resources who can manage a transition to a market economy. Special emphasis was placed on the need to accumulate human resources who were essential to promote such a transition. In March 2005, the Uzbek government announced a comprehensive national development plan known as the Interim Welfare Improvement Strategy Paper (I-WISP). In 2007, the government formulated the final version of WISP (Full Strategy Paper for 2008-2010). This paper is considered the nation's Poverty Reduction Strategy Paper (PRSP). According to the I-WISP, increasing national income and reducing poverty require economic policy that accelerates economic growth. Such policy involves vitalizing the private sector. Specific measures include tax reduction, restriction of the government direct intervention in the economic processes, simplification of the regulatory and legislative framework, more effective management of national financial assets, appropriate fiscal management in accordance with international standards, and achievement of conditions required to join the World Trade Organization (WTO).

Japan's Country Assistance Program (CAP) for the Republic of Uzbekistan identifies "support for

human resource development and institution building to facilitate a market economy and develop the economy and industry” as one of the four priority areas for ODA. The CAP states that trade promotion is essential for sustainable economic growth in Uzbekistan, stressing the need to establish an institutional framework that complies with international rules with a view to integrating the country into the world economy. Joining the World Trade Organization (WTO) is instrumental in establishing economic relations with other countries. With this in mind, Japan will support many aspects of the Uzbek government’s efforts to join the WTO, including improvement of Uzbekistan’s fiscal and financial systems, revision of the civil and commercial codes, and economic reforms. Japan will also help Uzbekistan to build an economic and trade structure that can accommodate the WTO framework after becoming a member of the WTO, according to the CAP.

Japan supports Uzbekistan in training business people with practical skills by, for example, offering business courses at the Uzbekistan-Japan Center for Human Development. It also offers assistance in training Uzbek administrators who contribute to vitalizing the private sector. Expectations are high that training both business people and administrator will help Uzbekistan to build foundations for the development of the private sector in the country.

The target organizations have expressed their desire to receive support for capacity building of their personnel, especially in such areas as the promotion of foreign investment, the management of registers of private businesses, and the development and strengthening of the security market to facilitate a market economy. There is a significant need on the part of these organizations for their personnel to study in Japan for capacity building in these areas.

### **(3) The status of Uzbekistan in Japan’s ODA**

As an underlying principle, Japan’s Country Assistance Program (CAP) for the Republic of Uzbekistan places emphasis on “carrying out economic and administrative reforms, promoting democratization, and building the foundations for sustainable economic growth.” Under this principle, the CAP has identified, as one of the target priority areas for Japan’s ODA, “support for human resource development and institution building to facilitate a market economy and develop the economy and industry.” This component is part of the efforts to address this priority area.

To date, Japan has supported the training of Uzbek business people in acquiring practical skills by, for example, offering business courses at the Uzbekistan-Japan Center for Human Development, and providing Japanese senior volunteers in the fields of business administration and finance. This component is expected to improve the capacity of government officials at higher, policymaking levels in the relevant fields.

## **2. Cooperation Framework**

### **(1) Project Objectives**

#### **(1) Overall goal**

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity in relation to business environment improvement toward vitalizing the private sector in the wider context of facilitating a market economy.

#### **(2) Project purpose**

To ensure that people at the target organizations who engage in economic and industrial promotion will acquire knowledge about policymaking and institution building in relation to business environment improvement toward vitalizing the private sector.

**(2) Verifiable indicators**

1) Percentage of JDS fellows who have acquired a master's degree
2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

**(3) Activities**

Targets	Learning content
1) Before coming to Japan	Under consideration
2) During the stay in Japan	
To work out solutions to the issues through thesis writing	JDS fellows will pursue their research and compile the research findings into theses with the help of guidance from their academic advisors in the relevant fields and through field surveys abroad, according to the research plans they have made.
	JDS fellows will be offered two special courses--MBA (designed to train specialists in business administration) and MOT (designed to train professionals who improve coordination between technology and business administration). These courses are part of the curriculum designed to training highly-skilled professionals based on education and research activities that emphasize industry-university cooperation. The idea is to provide guidance that is necessary for improving the business environment in Uzbekistan.
3) After returning home	Under consideration

**(4)-1 Inputs from the Japanese Side**

1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

**(4)-2 Input duration and the number of JDS fellows**

1 batch: 4 fellows x 4 years = 16 fellows
2009 (until 2012): 4 fellows
2010 (until 2013): 4 fellows
2011 (until 2014): 4 fellows
2012 (until 2015): 4 fellows

**(5) Inputs from the Uzbekistan Side**

1) Dispatch of JDS fellows
2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

**(6) Qualifications**

1) Work experience
<ul style="list-style-type: none"> <li>• A full-time employee at a target organization who is engaged in duties related to business</li> </ul>

environment improvement

- Two years (preferably three years) or more of experience in professional\* duties related to business environment improvement

\* Marketing, profitability analysis, management strategy, finance, etc.

## 2) Other qualifications

- Adequate English proficiency for research activities in a Master's program
- Nationality: Citizenship of the Republic of Uzbekistan
- Age: 22-39 years old
- The applicant is not on a scholarship or has no plans to receive scholarship.
- The applicant has not acquired a master's degree from a foreign university on a scholarship from the Uzbek government or other governments.

## Implementation Framework

### (1) Accepting university

Waseda University, Graduate School of Commerce

### (2) Accepting university's experience in ODA-related activities

- Providing lecturers for the business course at the Uzbekistan-Japan Center for Human Development
- Accepting JICA's long-term training participants
- Participating in JICA's evaluation study on "Social Capacity Development in Trade Sector and Development Assistance"
- SAARC Students Internship Program (a training program at universities)

### (3) Program Overview

The mission of this program is to train people with a business sense that is viable in the international community.

Uzbekistan's practices are not still up to par with international standards of customer satisfaction in both the public and private markets. With the prospect of the country joining the international community in ten years, it is urgently needed to acquire a business sense that is internationally viable. Specifically, Uzbekistan urgently needs to improve business practices and the way customers are served, whether they are Uzbek or from other countries. Areas for improvement include responses at customs offices at airports, the use of a system in serving customers, the way customers are served at national department stores (Tsum), subway operation, and responses to the lack of local currency at financial institutions.

It is hoped that JDS fellows from Uzbekistan will learn how a system should be operated through experience in Japanese economy and society.

The program offers common fundamental subjects, specialized subjects, and project research. The main purpose of these common fundamental subjects is to provide basic knowledge, skills, and training. They include marketing; profitability analysis; financial management; management accounting; finance; economics for business administration; managing people, organization and leadership; corporate and business strategy; entrepreneurship; management and technology.

Specialized subjects are chiefly aimed at providing advanced knowledge and training in application

skills. They are grouped into two tracks: strategic management and entrepreneurship management. In these tracks, students learn six specialized themes: finance and information; organization and personnel management; strategy and competition; venture; marketing; and accounting and finance.

Project research is designed for students to participate in research projects organized by teachers and thus train themselves in advanced problem-solving skills under the triangle method. This approach is unique in that it directly adopts the processes and outcomes of research activities designed to identify solutions to problems and issues in the real world and puts them at the core of education activities.

Under teachers' guidance, graduate students proactively acquire knowledge and methodologies needed to implement research projects, come up with solutions to the issues they have selected, and compile such solutions in their masters' thesis. Through the whole process, students are expected to deepen their interest in practical issues and improve their capacity for logical problem-solving. Project research takes the form of a seminar. It also provides a forum for providing guidance on research (and thesis writing).

Finally, the School plans to offer guidance in relation to this component in light of its experience in field-specific interviews, as a result of consultations with the managing organization in Uzbekistan. It is also exploring the possibility of establishing a special program that will contribute to the training of Uzbek administrators engaged in business environment improvement, based on the results of consultations and interviews its faculty members have carried out in Uzbekistan.

**Itemized Table 2****1. Outline of the Sub-Program/Component****(1) Basic Information**

1. Sub-Program(Target Priority Area): Human Resource and Institutional Development for Economic Development
2. Components (Development Issues): Management of Public Finance
3. Managing organization: Ministry of Finance
4. Target Organizations: Ministry of Finance, Central Bank, National Bank for Foreign Economic Activities, Banking and Finance Academy, State Tax Committee, State Customs Committee, Institute for Macro economics forecasting,

**(2) Background**

Since gaining independence in 1991, Uzbekistan has been making efforts to move away from the socialist regime of the former Soviet Union. In August 1997, the Uzbek government promulgated the National Human Resource Development Program. The major objectives of this program include fundamental reforms of the education system, the abandonment of old beliefs, and the establishment of a national education system that allows the development of human resources who can manage a transition to a market economy. Special emphasis was placed on the need to accumulate human resources who were essential to promote such a transition. In March 2005, the Uzbek government announced a comprehensive national development plan known as the Interim Welfare Improvement Strategy Paper (I-WISP). In 2007, the government formulated the final version of WISP (Full Strategy Paper for 2008-2010). This paper is considered the nation's Poverty Reduction Strategy Paper (PRSP). According to the I-WISP, increasing national income and reducing poverty require economic policy that accelerates economic growth. Such policy involves vitalizing the private sector. Specific measures include tax reduction, restriction of the government direct intervention in the economic processes, simplification of the regulatory and legislative framework, more effective management of national financial assets, appropriate fiscal management in accordance with international standards, and achievement of conditions required to join the World Trade Organization (WTO).

Uzbekistan's pursuit of economic policies based on the principles of a gradual transition to a market economy and the establishment of a national economy has resulted in a positive economic growth in 1996 for the first time since the country's independence in 1991. The economic contraction on the heels of independence is largely attributed to the oversupply of currency under the planned economy, the failure of the income distribution mechanism under the socialist regime, and the inability to establish a taxation system that accommodates a market economy. Although the positive economic growth has been maintained by a narrow margin to date, the policy of a gradual transition to a market economy, which proved successful immediately after the country gained independence, is now under close scrutiny. In fact, the transition is too slow in the globalized world economy that the Uzbek government is under strong pressure to change course, including the policy itself. The problem is that Uzbekistan lacks human resources in the fiscal and financial sectors who can help the government to make that change.

Against this background, this component is designed for JDS fellows to acquire practical techniques in economic policies and economic reforms toward the overall development of the Uzbek economy. Special focus is placed on national expenditure management, public financial management, and trade management that takes account of the relationships with international financial markets. It is hoped that the development of human resources capable of contributing to



steady economic growth through this component will help build the foundations for private sector development in Uzbekistan.

The target organizations have expressed their desire to receive support for capacity building of their personnel, especially in such areas as a better national treasury system, monetary stabilization policy, smoother tax procedures, and other tax and fiscal issues to facilitate a market economy. There is a significant need on the part of these organizations for their personnel to study in Japan for capacity building in these areas.

### **(3) The status of Uzbekistan in Japan's ODA**

As an underlying principle, Japan's Country Assistance Program (CAP) for Uzbekistan places emphasis on "carrying out economic and administrative reforms, promoting democratization, and building the foundations for sustainable economic growth." Under this principle, the CAP has identified, as one of the target priority areas for Japan's ODA, "support for human resource development and institution building to facilitate a market economy and develop the economy and industry." This component is part of the efforts to address this priority area.

To date, Japan has supported the training of Uzbek business people in acquiring practical skills by, for example, offering business courses at the Uzbekistan-Japan Center for Human Development, and providing Japanese senior volunteers in the fields of business administration and finance. This component is expected to improve the capacity of government officials at higher, policymaking levels, in such fields as fiscal, financial, and economics.

## **2. Cooperation Framework**

### **(1) Project Objectives**

#### **(1) Overall goal**

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity in relation to management of public finance that contributes to building the foundations for promoting macroeconomic policies and vitalizing the private sector.

#### **(2) Project purpose**

To ensure that people at the target organizations who engage in policymaking and management regarding fiscal and financial will acquire knowledge about policymaking and institution building in relation to management of public finance that contributes to building the foundations for promoting macroeconomic policies and vitalizing the private sector.

### **(2) Verifiable indicators**

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

### **(3) Activities**

<b>Targets</b>	<b>Learning content</b>
1) Before coming to Japan To offer enough orientation and guidance for smooth research activities in Japan	After assessing to what extent JDS fellows studied three key economic subjects (econometrics, microeconomics, and macroeconomics) at universities, the School will send textbooks for intermediate- or upper-level undergraduate students and require them to study the textbooks according to plan.
	The School is considering sending an academic advisor to

	Uzbekistan, who will consult with JDS fellows, offer advice on the selection of his or her research theme, and provide guidance on making research plans.
2) During the stay in Japan	
To work out solutions to the issues through thesis writing	JDS fellows will pursue their research and compile the research findings into theses with the help of guidance from their academic advisors in the relevant fields and through field surveys abroad, according to the research plans they have made.
To learn how to put the acquired knowledge into practice for deeper understanding in seminars by guest lecturers and through real world experiences	The School will invite officials responsible for finance, the tax system, and industrial policy at central and local governments in Japan to give seminars. Apart from lectures and research activities on campus, the School will invite JDS fellows to participate in field trips to government agencies and businesses, offer specialized books, and provide guidance on academic writing. The idea is to allow JDS fellows to enhance the impact of their research activities.
3) After returning home To brush up the acquired knowledge	The School will send its lecturers to Uzbekistan to offer seminars for ex-JDS fellows. The lecturers will also visit the Ministry of Finance and other organizations concerned. These follow-ups are designed to strengthen cooperation between Uzbekistan and Japan regarding human resource development in this component.

#### **(4)-1 Inputs from the Japanese Side**

<ol style="list-style-type: none"> <li>1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities</li> <li>2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)</li> <li>3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)</li> </ol>
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#### **(4)-2 Input duration and the number of JDS fellows**

<p>1 batch: 3 fellows × 4 years = 12 fellows</p> <p>2009 (until 2012): 3 fellows</p> <p>2010 (until 2013): 3 fellows</p> <p>2011 (until 2014): 3 fellows</p> <p>2012 (until 2015): 3 fellows</p>
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#### **(5) Inputs from the Uzbekistan Side**

<ol style="list-style-type: none"> <li>1) Dispatch of JDS fellows</li> <li>2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)</li> <li>3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)</li> </ol>
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#### **(6) Qualifications**

<ol style="list-style-type: none"> <li>1) Work experience <ul style="list-style-type: none"> <li>· A full-time employee at a target organization who is engaged in duties related to management of public finance</li> </ul> </li> </ol>
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- Two years or more of experience in professional\* duties related to management of public finance
- \* Fiscal and tax policy, financial policy, economic analysis and forecasting, etc.

## 2) Other qualifications

- Adequate English proficiency for research activities in a Master's program
- Nationality: Citizenship of the Republic of Uzbekistan
- Age: 22-39 years old
- The applicant is not on a scholarship or has no plans to receive scholarship.
- The applicant has not acquired a bachelor's or master's degree from a foreign university on a scholarship from the Uzbek government or other governments.

## Implementation Framework

### (1) Accepting university

Ritsumeikan University, Graduate School of Economics

### (2) Accepting university's experience in ODA-related activities

- Accepting JICA's long-term training participants
- Twinning program for Malaysia (JBIC's yen loan program for foreign students)
- Higher education program for the development of IT human resources for Viet Nam (JBIC's yen loan program for foreign students)
- Special training for executives at national universities in Viet Nam (JICA's Technical Training of Overseas Participants)
- Others

### (3) Program Overview

Uzbekistan is lagging behind other CIS countries in promoting a transition toward a market economy and institutional reforms for economic development led by the private sector. To prevent further delay in adapting to a rapidly globalizing world, Uzbekistan is urgently required to further promote a transition toward a market economy and vitalize the private sector. In fact, the country has already taken steps toward infrastructure development in a wider sense. Among these steps are simplifying administrative procedures, streamlining the public sector by other means, reforming institutional frameworks and procedures in line with international standards to promote trade, and training businesspersons. Such institutional reforms entail stable macroeconomic development. This program is designed for students to acquire advanced expertise in making and implementing fiscal management and other macroeconomic policies, and policies for accelerating a transition toward a market economy.

Experts in this sector should not be content with acquiring expertise and experience in specific categories such as fiscal management, finance, markets, and industries. They must have comprehensive knowledge and ability regarding the economy; they must be able to look at the economy as a whole, understand economic affairs that are intricately interrelated, and coordinate often-competing interests with other relevant organizations at home and abroad.

Finally, as a result of consultations with officials at target organizations in Uzbekistan, it has been proposed that the School will provide extra support in addition to the ordinary curriculum in order to further develop the problem-solving ability of JDS fellows (see 1. (3) Activities).

**Itemized Table 3****1. Outline of the Sub-Program/Component****(1) Basic Information**

1. Sub-Program(Target Priority Area): Human Resource and Institutional Development for Economic Development
2. Components (Development Issues): Improvement of Legal System
3. Managing organization: Ministry of Justice
4. Target Organizations: Ministry of Justice, Supreme Economic Court, Ministry of Finance, Ministry for Foreign Economic Relations, Investments and Trade, Tashkent State Institute of Law, Lawyers Chamber of Uzbekistan, State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship

**(2) Background**

Since gaining independence in 1991, Uzbekistan has been making efforts to move away from the socialist regime of the former Soviet Union. In August 1997, the Uzbek government promulgated the National Human Resource Development Program. The major objectives of this program include fundamental reforms of the education system, the abandonment of old beliefs, and the establishment of a national education system that allows the development of human resources who can manage a transition to a market economy. Special emphasis was placed on the need to accumulate human resources who were essential to promote such a transition. In March 2005, the Uzbek government announced a comprehensive national development plan known as the Interim Welfare Improvement Strategy Paper (I-WISP). In 2007, the government formulated the final version of WISP (Full Strategy Paper for 2008-2010). This paper is considered the nation's Poverty Reduction Strategy Paper (PRSP). According to the I-WISP, increasing national income and reducing poverty require economic policy that accelerates economic growth. Such policy involves vitalizing the private sector. Specific measures include tax reduction, restriction of the government direct intervention in the economic processes, simplification of the regulatory and legislative framework, more effective management of national financial assets, appropriate fiscal management in accordance with international standards, and achievement of conditions required to join the World Trade Organization (WTO).

Japan's Country Assistance Program (CAP) for the Republic of Uzbekistan identifies "support for human resource development and institution building to facilitate a market economy and develop the economy and industry" as one of the four priority areas for ODA. The CAP states that trade promotion is essential for sustainable economic growth in Uzbekistan, stressing the need to establish an institutional framework that complies with international rules with a view to integrating the country into the world economy. Joining the World Trade Organization (WTO) is instrumental in establishing economic relations with other countries. With this in mind, Japan will support many aspects of the Uzbek government's efforts to join the WTO, including improvement of Uzbekistan's fiscal and financial systems, revision of the civil and commercial codes, and economic reforms. Japan will also help Uzbekistan to build an economic and trade structure that can accommodate the WTO framework after becoming a member of the WTO, according to the CAP.

The Uzbek government is taking steps to address these issues with the assistance of the Japanese government. To cope with socioeconomic changes, the government established new laws, including the bankruptcy law, and revised existing ones, including the civil code and the administrative law to facilitate business activities. Yet the confidence of Uzbek people and foreigners in the legal stability and the law system itself is low, especially in the context of

facilitating a market economy, promoting investment, and developing private businesses. This highlights the urgent need for legal system reforms and judicial system development in Uzbekistan.

The target organizations have expressed their desire to receive support for capacity building of their personnel, especially in the area of legal system reforms to facilitate a market economy in relation to the international economy law, the international arbitration law, and the civil code. There is a significant need on the part of these organizations for their personnel to study in Japan for capacity building in this area.

### **(3) The status of Uzbekistan in Japan's ODA**

As an underlying principle, Japan's Country Assistance Program (CAP) for the Republic of Uzbekistan places emphasis on "carrying out economic and administrative reforms, promoting democratization, and building the foundations for sustainable economic growth." Under this principle, the CAP has identified, as one of the priority areas for Japan's ODA, "support for human resource development and institution building to facilitate a market economy and develop the economy and industry." This component is part of the efforts to address this priority area.

To date, Japan has supported the institutional strengthening of judicial organizations by enshrining administrative procedures into laws or streamlining them with a number of projects, including the "Drafting the Commentary on the Law on Bankruptcy" project, the "Improvement of Taxation Administration" project, and the "legal assistance for improvement of the conditions for development of private enterprises" project. This component is expected to improve the capacity of government officials at higher, policymaking levels in the relevant fields.

## **2. Cooperation Framework**

### **(1) Project Objectives**

#### **(1) Overall goal**

To ensure that ex-JDS fellows will help the government agencies concerned to implement legal system reforms in relation to building the foundations for vitalizing the private sector and to promoting integration into the world economy.

#### **(2) Project purpose**

To ensure that people at the target organizations who are responsible for legal system reforms will acquire knowledge about such reforms that contribute to building the foundations for vitalizing the private sector and to promoting integration into the world economy.

### **(2) Verifiable indicators**

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

### **(3) Activities**

Targets	Learning content
1) Before coming to Japan To offer enough orientation and guidance for smooth research activities in Japan	The School will send an academic advisor to Uzbekistan, who will consult with JDS fellows, offer advice on the selection of his or her research theme, and provide guidance on making research plans.
	To offer the kind of guidance similar to the one above, the Graduate School of Law, Nagoya University will take advantage of the Internet (with the use of Web cameras) for faculty members to discuss with JDS fellows as well as for the

	academic advisor to provide guidance.
2) During the stay in Japan	
To work out solutions to the issues through thesis writing	JDS fellows will pursue their research and compile the research findings into theses with the help of guidance from their academic advisors in the relevant fields and through field surveys abroad, according to the research plans they have made.
To learn how to put the acquired knowledge into practice for deeper understanding at seminars by guest lecturers	Apart from offering basic theories about Japan's legal system, the School will invite a famous law practitioner from Uzbekistan to seminars in Japan to deepen JDS fellows' understanding about the challenges their country is facing in the areas of legal system reform and economic development. The idea is to allow JDS fellows to enhance the impact of their research activities. The School will also encourage JDS fellows to participate in international symposia in Japan, so that they will have the opportunity to learn about legal system reforms in other market economies than Japan.
3) After returning home To brush up the acquired knowledge	The School is considering offering refresh training on the latest developments in Japanese laws to ex-JDS fellows at the research and education center on Japanese laws that Nagoya University has opened at the Tashkent State Institute of Law.

#### **(4)-1 Inputs from the Japanese Side**

<ol style="list-style-type: none"> <li>1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities</li> <li>2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)</li> <li>3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)</li> </ol>
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#### **(4)-2 Input duration and the number of JDS fellows**

<p>1 batch: 2 fellows × 4 years = 8 fellows</p> <p>2009 (until 2012): 2 fellows</p> <p>2010 (until 2013): 2 fellows</p> <p>2011 (until 2014): 2 fellows</p> <p>2012 (until 2015): 2 fellows</p>
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#### **(5) Inputs from the Uzbekistan Side**

<ol style="list-style-type: none"> <li>1) Dispatch of JDS fellows</li> <li>2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)</li> <li>3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)</li> </ol>
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#### **(6) Qualifications**

<ol style="list-style-type: none"> <li>1) Work experience <ul style="list-style-type: none"> <li>▪ A full-time employee at a target organization who is engaged in duties related to legal system reforms that contribute to facilitating a market economy</li> <li>▪ Two years or more of experience in professional* duties related to legal system reforms that contribute to facilitating a market economy</li> </ul> </li> </ol> <p>* The international economy law, the commercial code, the civil code, etc.</p>
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**2) Other qualifications**

- Adequate English proficiency for research activities in a Master's program
- Nationality: Citizenship of the Republic of Uzbekistan
- Age: 22-39 years old
- The applicant is not on a scholarship or has no plans to receive scholarship.
- The applicant has not acquired a master's degree from a foreign university on a scholarship from the Uzbek government or other governments.

**Implementation Framework****(1) Accepting university**

Nagoya University, Graduate School of Law

**(2) Accepting university's experience in ODA-related activities**

- Accepting JICA's long-term training participants
- The Project for Legal Assistance for Improvement of the Conditions for Development of Private Enterprises in Uzbekistan (at JICA Uzbekistan Office; from November 2005 to September 2008)
- Legal Assistance in Asia (establishing the research and education center on Japanese laws at the Tashkent State Institute of Law in September 2005)

**(3) Program Overview**

Laws that promote a transition toward a market economy, including the administrative procedures law, the mortgage law, and the bankruptcy law, with which JICA supported Uzbekistan, are unfamiliar to the legal circles in the country. They have no experience in enforce such laws. This program therefore offers a curriculum that allows students from Uzbekistan to learn the basics to advanced ideas and develop the problem-solving capacity under the guidance of relevant faculty members regarding the basic theories and actual enforcement of these laws.

It also offers a curriculum that allows students from Uzbekistan to learn the basics of Japanese laws, apart from research on the themes of their choice. Regarding the writing and submission of a master's thesis, flexible arrangements may be made to accommodate the needs and achievements of each student. Depending on the theme and content of thesis, and the achievement in the curriculum for thesis writing, students may be allow to submit a research report instead of a master's thesis.

Finally, as a result of consultations with officials at target organizations in Uzbekistan, it has been proposed that the School will provide extra support in addition to the ordinary curriculum in order to further develop the problem-solving ability of JDS fellows (see 1. (3) Activities).

## Japanese Grant Aid for Human Resource Development Scholarship (JDS) Basic Plan for the Sub-Programs

### 1. Basic Information of Sub-Program

#### (1) Basic Information

1. Country: Republic of Uzbekistan
2. Sub-Program(Target Priority Area): Improvement of Economic Infrastructure
3. Operating Committee: Cabinet Ministers,  
Ministry of Higher and Secondary, Specialized Education,  
Ministry of Foreign Economics Relations, Investment and Trade,  
Embassy of Japan in Uzbekistan, JICA Uzbekistan Office,  
The Uzbekistan-Japan Center for Human Development
4. Managing organization: State Committee for Property
5. Target Organizations: State Committee for Property, Uzkommunhizmat Agency, "Uzbekenergo"  
State Joint Stock Company , "O'zbekiston Temir yo'llari" State Railway  
Joint Stock Company, Automobile and River Transport Agency,  
"Uzavtosanoat"(car industry) Joint Stock Company,  
"O'zkimyosanoat"(Chemical industry) State Joint Stock Company,  
"O'zavtoyo'l"company

#### (2) Background

Since gaining independence in 1991, Uzbekistan has been making efforts to move away from the socialist regime of the former Soviet Union. In August 1997, the Uzbek government promulgated the National Human Resource Development Program. The major objectives of this program include fundamental reforms of the education system, the abandonment of old beliefs, and the establishment of a national education system that allows the development of human resources who can manage a transition to a market economy. Special emphasis was placed on the need to accumulate human resources who were essential to promote such a transition. In March 2005, the Uzbek government announced a comprehensive national development plan known as the Interim Welfare Improvement Strategy Paper (I-WISP). In 2007, the government formulated the final version of WISP (Full Strategy Paper for 2008-2010). This paper is considered the nation's Poverty Reduction Strategy Paper (PRSP). Chapter 5 of the 2007 paper titled "Economic Policies for Implementing the Goals and Priorities of the WIS in Individual Areas and Sectors of the Economy" stresses a number of requirements Uzbekistan needs to meet. Among them are a shift in economic orientation from the production of raw materials to the manufacturing of industrial products with high value added; making domestic products competitive in domestic and international markets; and promotion of labor-intensive industries in rural areas as well as urban areas.

The paper has identified areas for improvement in economic infrastructure, which constitutes the foundations for industrial development, especially in the energy sector. These areas include the improvement of the pricing system with the introduction of an advanced payment scheme, the installation of modern gas and electricity meters, and a better policy for setting rates for public utilities. Regarding the transport infrastructure including roads and railways, the paper stresses that developing transport networks connecting production bases in the regions of Uzbekistan with other parts of the country and even Kazakhstan, Afghanistan and other neighboring countries is essential for national industrial development.

Japan's Country Assistance Program (CAP) for the Republic of Uzbekistan identifies "economic infrastructure renovation and improvement" as one of the four priority areas for ODA. Although the country's infrastructure and its systems developed in the Soviet era have basic functions, they



are working far below their potential due in large part to the aging process and deteriorating maintenance skills associated with the brain drain of engineers. In fact, they are a major bottleneck in the country's economic growth. Japan will support Uzbekistan in building the foundations for economic growth with an optimal combination of financial assistance for renovating its aging infrastructure and technical cooperation in management and operational aspects, according to the CAP.

Although the infrastructure remained under the management of government ministries some time after the country's independence, the Uzbek government is transferring its management to state joint stock companies such as Uzbekenergo (power) and Uzavtodor (road) as part of its streamlining efforts. A major challenge for these entities is how to achieve efficient management in the market economy, including how to finance themselves. Expectations are high that the JDS Program will develop human resources capable of addressing this challenge.

### **(3) The status of Uzbekistan in Japan's ODA**

As an underlying principle, Japan's Country Assistance Program (CAP) for the Republic of Uzbekistan places emphasis on "carrying out economic and administrative reforms, promoting democratization, and building the foundations for sustainable economic growth." Under this principle, the CAP has identified, as one of the target priority areas for Japan's ODA, "economic infrastructure renovation and improvement." This component is part of the efforts to address this priority area.

To date, Japan has mainly supported physical infrastructure development in the transport and energy sectors. Major yen loan projects in this aspect include the Tashguzar - Kumkurgan New Railway Line Construction Project, and the Tashkent Thermal Power Plant Modernization Project.

This sub-program is expected to develop human resources at government departments and state joint stock companies in charge of economic infrastructure development, while being mindful of the possibility of ensuring articulation between the physical and institutional aspects of Japan's ODA in this sector.

## **2. Cooperation Framework**

### **(1) Project Objectives**

#### **(1) Overall goal**

To ensure that ex-JDS fellows will help the government agencies concerned and state joint stock companies in charge of economic infrastructure development to improve their policymaking and institution building capacity in relation to the privatization of economic infrastructure.

#### **(2) Project purpose**

To ensure that people at the target organizations who are responsible for the renovation and improvement of economic infrastructure will acquire knowledge about policymaking and institution building in relation to the privatization of such infrastructure and about the management improvement of state joint stock companies in charge of such infrastructure.

### **(2) Verifiable indicators**

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

**(3) Activities**

Targets	Learning content
1) Before coming to Japan	
To offer enough orientation and guidance for smooth research activities in Japan	JDS fellows will review key economic subjects, including statistics, microeconomics, and macroeconomics, so that they will be able to get off to a good start for their research activities in Japan. The School is considering sending an academic advisor to Uzbekistan, who will consult with JDS fellows, offer advice on the selection of his or her research theme, and provide guidance on making research plans.
2) During the stay in Japan	
To acquire education in general management necessary for modernization planning and efficient operation and management of economic infrastructure	JDS fellows will learn the theory and practice of economic infrastructure development from a set of two components that are articulated with each other: (i) education in business administration techniques for corporate organizations that is offered at business schools in Europe, North America, and Japan; and (ii) the theory and education on national economic development--an established branch of economics.
To work out solutions to the issues through thesis writing	JDS fellows will pursue their research and compile the research findings into theses with the help of guidance from their academic advisors in the relevant fields and through field surveys abroad, according to the research plans they have made.
To learn how to put the acquired knowledge into practice for deeper understanding through real world experiences	Apart from lectures and research activities on campus, JDS fellows will be offered specialized books, and participate in field trips and meetings for reading research papers. The idea is to enhance the impact of their research activities.
3) After returning home To brush up the acquired knowledge	Ex-JDS fellows will be invited to join the network of IUJ graduates around the world as members of the alumni association of IUJ. They will obtain latest information on this sector by participating in follow-up programs offered for those who completed a course at the School.

**(4)-1 Inputs from the Japanese Side**

1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

**(4)-2 Input duration and the number of JDS fellows**

5 fellows × 1 year + 4 fellows × 3 years = 17 fellows Two-year master's course
2009 (until 2011): 5 fellows
2010 (until 2012): 4 fellows
2011 (until 2013): 4 fellows
2012 (until 2014): 4 fellows

**(5) Inputs from the Uzbekistan Side**

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

**(6) Qualifications**

- 1) Work experience
  - A full-time employee at a target organization who is engaged in duties related to economic infrastructure
  - Two years or more of experience in professional\* duties of operating and managing economic infrastructure
  - \* Marketing, corporate and business strategy, investment analysis, operations management, etc.
- 2) Other qualifications
  - Adequate English proficiency for research activities in a Master's program
  - Nationality: Citizenship of the Republic of Uzbekistan
  - Age: 22-39 years old
  - The applicant is not on a scholarship or has no plans to receive scholarship.
  - The applicant has not acquired a master's degree from a foreign university on a scholarship from the Uzbek government or other governments.

**3. Implementation Framework****(1) Accepting university**

International University of Japan, Graduate School of International Management

**(2) Accepting university's experience in ODA-related activities**

- JICA's long-term training program (since 2000)
- The scholarship program of the International Monetary Fund (IMF) (since 2001)

**(3) Program Overview**

This academic program at the International University of Japan (IUJ) is designed to train experts capable of modernizing economic infrastructure and streamlining the administration and operation of public works projects in Uzbekistan. To that end, the program offers an optimal combination of two components: (i) training in the administration and operation of public works projects and infrastructure from a microeconomic perspective, in other words, education in business administration techniques for corporate organizations that is offered at business schools in Europe, North America, and Japan; and (ii) the understanding of public works projects and infrastructure from a macroeconomic perspective, in other words, theories and education on national economic development--a established branch of economics.

The curriculum centers on MBA subjects offered at the Graduate School of International Management. Among them are organizational behavior, strategic management, investment analysis, marketing, operations management (including production control), IT strategy and policy planning (including IT infrastructure). The curriculum also includes subjects offered by the International Development Program. Among them are development economics and development planning. Moreover, JDS fellows participate in an individual research project called "PLATFORM

Seminar. In this project, students analyze an administration and operation issue of their choice and present the findings of their analysis, so that they will be able to learn more practical administration techniques. Students are also offered opportunities for hands-on experience in management in the form of field trips or open seminars that invite top business leaders.

Finally, as a result of consultations with officials at target organizations in Uzbekistan, it has been proposed that the School will provide extra support in addition to the ordinary curriculum in order to further develop the problem-solving ability of JDS fellows (see 2. (3) Activities).

## Japanese Grant Aid for Human Resource Development Scholarship (JDS) Basic Plan for the Sub-Programs

### 1. Outline of the Sub-Program

#### (1) Basic Information

1. Country: Republic of Uzbekistan
2. Sub-Program(Target Priority Area): International Relations
3. Operating Committee: Cabinet Ministers,  
Ministry of Higher and Secondary, Specialized Education,  
Ministry of Foreign Economics Relations, Investment and Trade,  
Embassy of Japan in Uzbekistan, JICA Uzbekistan Office,  
The Uzbekistan-Japan Center for Human Development
4. Managing organization: Ministry of Foreign Affairs
5. Target Organizations: Ministry of Foreign Affairs, University of World Economy and  
Diplomacy, Ministry for Foreign Economic Relations, Investments and  
Trade

#### (2) Background

Countries in the Central Asian region share the history of some 70 years as a Soviet Union. They face common problems: aging infrastructure and the industrial structure with little diversity deriving from the division-of-labor system in the Soviet era. Although all these countries are oriented toward a market economy and a democratic state, they have been slow in promoting interregional cooperation. This is mainly because they had difficulty in resolving competing interests when it comes to specifics on how to proceed with reforms and coordinate policies.

Each Central Asian country is small in population and economic scale. If these countries want to promote trade and other economic relations with other countries, economic integration within the region or a common regional market is essential. The need for regional cooperation is not limited to the economic arena. As a major player and geopolitically important country in Central Asia, Uzbekistan is expected to promote regional cooperation and friendly relations with other Central Asian countries in many sectors, including counterterrorism and counternarcotics, removal of antipersonnel mines, poverty reduction, energy and water resources, and health care.

Since gaining independence in 1991, Uzbekistan has been making efforts to move away from the socialist regime of the former Soviet Union. In October 1997, the Uzbek government promulgated the National Human Resource Development Program. The major objectives of this program include fundamental reforms of the education system, the abandonment of old beliefs, and the establishment of a national education system that allows the development of human resources who can manage a transition to a market economy. Special emphasis was placed on the need to accumulate human resources who were essential to promote such a transition. In June 2006, Central Asian countries held the Second Foreign Ministers' Meeting within the framework of the "Central Asia plus Japan" Dialogue, which was initiated in 2004. The conference adopted the Action Plan to address issues mentioned above. There are growing expectations that moves toward interregional cooperation will be accelerated with Japan playing a catalytic role. Uzbekistan, which plays the leadership role in these moves from a global standpoint, needs to train policy planners to that end. The JDS Program is expected to play an important role in developing such human resources.

#### (3) The status of Uzbekistan in Japan's ODA

As an underlying principle, Japan's Country Assistance Program (CAP) for the Republic of Uzbekistan places emphasis on "carrying out economic and administrative reforms, promoting

democratization, and building the foundations for sustainable economic growth.” Under this principle, the CAP has identified, as one of the target priority areas for Japan’s ODA, “promotion of intra-regional cooperation.” This component is part of the efforts to address this priority area.

Japan has not extended any tangible forms of assistance in this priority area. This sub-program is expected to provide effective training to government departments responsible for promoting intra-regional cooperation.

## 2. Cooperation Framework

### (1) Project Objectives

#### (1) Overall goal

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity in relation to intra-regional cooperation.

#### (2) Project purpose

To ensure that people at the target organizations who are responsible for international relations will acquire knowledge about policymaking and institution building in relation to intra-regional cooperation.

### (2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master’s degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

### (3) Activities

Targets	Learning content
1) Before coming to Japan	Under consideration
2) During the stay in Japan	
To work out solutions to the issues through thesis writing	JDS fellows will pursue their research and compile the research findings into theses with the help of guidance from their academic advisors in the relevant fields and through field surveys abroad, according to the research plans they have made.
To teach and train JDS fellows in observing and analyzing, from different perspectives, how diverse actors in international society relate to and work with one another	The School offers three areas of specialization: area studies, international relations, and international society. JDS fellows will focus on one area but also take subjects in the other two areas as well. This arrangement allows them to acquire expertise--which enables them to observe and analyze the dynamic region of Asia and the Pacific from different perspectives--in a systematic manner.
3) After returning home	Under consideration

### (4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

**(4)-2 Input duration and the number of JDS fellows**

1 fellow × 1 year + 2 fellows × 3 years = 7 fellows Two-year master's course  
 2009 (until 2011): 1 fellows  
 2010 (until 2012): 2 fellows  
 2011 (until 2013): 2 fellows  
 2012 (until 2014): 2 fellows

**(5) Inputs from the Uzbekistan Side**

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

**(6) Qualifications**

- 1) Work experience
  - A full-time employee at a target organization who is engaged in duties in the field of international relations
  - Two years or more of experience in professional\* duties in the field of international relations
    - \* Promotion of regional cooperation, integration into the world economy (international politics, international economy, etc.)
- 2) Other qualifications
  - Adequate English proficiency for research activities in a Master's program
  - Nationality: Citizenship of the Republic of Uzbekistan
  - Age: 22-39 years old
  - The applicant is not on a scholarship or has no plans to receive scholarship.
  - The applicant has not acquired a master's degree from a foreign university on a scholarship from the Uzbek government or other governments.

**Implementation Framework****(1) Accepting university**

Waseda University, Graduate School of Asia-Pacific Studies

**(2) Accepting university's experience in ODA-related activities**

- Participating in JICA' evaluation study on "Social Capacity Development in Trade Sector and Development Assistance"
- SAARC Students Internship Program (a training program at universities)
- Accepting JICA's long-term training participants

**(3) Program Overview**

The MA program at the Graduate School of Asia-Pacific Studies (GSAPS) is graduate school that offers three areas of specialization: area studies, international relations, and international society. Students focus on one area but can take subjects in the other two areas as well. This arrangement allows students to acquire expertise--which enables them to observe and analyze the dynamic region of Asia and the Pacific from different perspectives--in a systematic manner. Since its launch in 1998, this MA program has been using the "triangle method," a research and education approach in which three parties--the faculty, students and external actors--work together to identify and resolve issues through research projects. In addition to internship and exchange programs with overseas partner universities, a total of 18 project research units (seminars which also provide

a forum for research guidance) have to date conducted joint studies and research with institutions in other countries whereby the teacher and students work together or field studies in Japan that involve mainly students from other countries. Seminar-like project research is designed for teachers, students and external actors to devise specific options to solve problems in the real world according to the triangle method. External actors include businesses at home and abroad, government offices, local authorities, international institutions, research institutes, NPOs/NGOs, and civil society. The problem-solving process thus involves interaction between different fields, sectors, and even cultures.

Finally, the School plans to offer guidance in relation to this component in light of its experience in field-specific interviews, as a result of consultations with the managing organizations in Uzbekistan. It is also exploring the possibility of establishing a special program exclusive to this component, based on the results of consultations and interviews its faculty members have carried out in Uzbekistan.



**Japanese Grant Aid for Human Resource Development Scholarship (JDS)  
Survey for Planning of JDS (Republic of Uzbekistan)  
The First Field Survey, List of Visited Target Organizations**

1. Visited Target Organizations, etc...

Date and Time	Name of Interviewee	Remarks
<p>Wednesday, 11 June 10:00-10:45</p> <p>15:30-16:10</p> <p>16:35-17:10</p> <p>17:30-18:20</p>	<p>Ministry of Foreign Affairs Head of human resource dept. Mr. Khodjaev Erkin Mr. Azizov Siroi Mr. Dalimov Kakhramon Mr. Umurzamov Sardorber</p> <p>Ministry of Finance Deputy Chief of human resource dept. Mr. Peretolchin Sergey Mr. Nuriev Shamshimuhamed</p> <p>Ministry for Foreign Economic Relations, Investments and Trade Head of Asia Pacific countries dept Mr. Sulaimanov Shokhrukh Mr. Bulashov Dier Mr. Alisher Takhilov</p> <p>"Uzbekenergo" Fist deputy chairman Mr. Abdurakhmanov Bahodir Mr. Mamasidikov Shukhrat Ms. Isahanova Roza Ms. Korneva Elena Mr. Norbekov Nodir</p>	
<p>Thursday, 12 June 11:30-12:15</p> <p>15:00-15:45</p> <p>16:30-17:30</p>	<p>State Committee for Property Chairman Mr. MUSAEV Dilshod Mr. KUDRATOV Ismat Mr. IBRAGIMOV Fazlidyn Ms. OSMANOVA Nuriya</p> <p>Central Bank Head of personal dept. Mr. Bekmirzayev Navruz Ms. Mukhitdinova Dildora Mr. Ismailov Shakhzod</p> <p>Ministry of Justice Head of international law dept Mr. Norgitov Mr. Zhuraev Mr. Moyanubov Ms. Tillaeva Ms. Abbasova Mr. Musrmanov</p>	
<p>Thursday, 19 June 10:00-10:45</p>	<p>Bar Association Consultant Mr. Khursanov Abdugaffar</p>	

Date and Time	Name of Interviewee	Remarks
Friday, 20 June 10:00-11:00     16:00-17:00	Chamber of Commerce and Industry Chairperson, Ambassador Dr. Alisher Shaykhov Ms. Davletova Dilshoda   State Customs Committee Head customs cooperation department Mr. Yunusov Bakhodir Tulkunovich Mr. Suyunov Abdunor Ms. Khabieva Gulfiya	
Monday, 23 June 11:00-12:00    15:00-16:00   15:00-16:00	Automobile and River Transport Agency Deputy Head Mr. Shavakhabov Shaalim Shamansurovich Mr. Adilov Bakhtiyor   State Tax Committee Ms. Rano Khamidovna Mr. Saydaliev Fazliddin   Center for social and economic research Deputy head of the center Mr. Sadikov Avazbek Madaminovich Mr. Akhmedov Tursun Mukhitovich	
Tuesday, 24 June 10:30-11:30	"O'zavtoyol" Head of foreign economic relations division Mr. Makhmatov Umidjon Ms. Bozorova Gulrukh	
Wednesday, 25 June 10:00-11:00	State Committee for Architecture and Construction Head of project work department Mr. Akhrokhodjaev Amil Akbarovich Ms. Melieva Lola Kazimovna	

**List of Survey Results on Target Organizations (Republic of Uzbekistan)**  
**Improvement of Business Environment**

Sub-Program/ Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	Permissio n for Y/N	The Constraints after Returning	Number of Recommendat ion for each year (incl.	language skill		Aid Programs from foreign countries (Other donors' support programs)
				Total Number	Ratio between 22-39	The ratio of woman	The Percentag e who					more than TOEFL500 (IELTS5.5)	Training course in the Organizations	
1 Improvement of Business Environment International Relations	Ministry for Foreign Economic Relations, Investments and Trade	Formulating and implementing policies related to foreign economic activities, export promotion, promoting investment from overseas, trade liberalization, and the strengthening of trade activities. Coordinating investment and assistance from other countries.	The challenges were stipulated by Presidential Order PP-136 of the Republic of Uzbekistan, which was issued on July 26, 2005. 1. To formulate a single national policy for the foreign economic activities sectors; specifically the areas of promoting exports, promoting investment from overseas, foreign trade liberalization, and expanding and strengthening foreign relations 2. To conduct dual marketing surveys for the global market, in-depth analyses and forecasts concerning the development of domestic and overseas markets, and strengthening trade and economic relations with overseas partners 3. Implementing specific policies for solid economic development and to improve the economy, integration into the global economic system, implementing plans to develop export potential, and securing foreign economic rights and interests. 4. Building cooperative relations with foreign governments and overseas academic institutions for economic and financial development in Uzbekistan.  5. Attracting foreign investment, monitoring the implementation of investment plans, and providing the necessary information to foreign investors.	133	107	10:3	62	1. Ministry of Foreign Economic Relations of the Republic of Karakalpakstan 2. Foreign Economic Activities Management in Tashkent and the Surrounding Provinces 3. Uzbek Expertise Co., Ltd. 4. Uzbek Tender Consulting Co., Ltd. 5. Uzincomcenter 6. Uzbekistan Expo Center 7. Inter-service Co., Ltd. 8. Inter-construction Co., Ltd. 9. Business Partner Newspaper, etc.	Y/N	The students can return to work	2	The specific number of people is unknown. 80% understand English well. English is used for work in each of the departments.	The Center for Human Development provides English training. Tests to certify the students' level are also given.	N/A
2 Improvement of Business Environment	Ministry of Economy	To coordinate with institutes related to the economy and Cabinet Ministers with the goal of smooth progress for economic growth and foreign economic relations. To promote economic activities in local regions. To formulate policies related to guaranteeing an efficient and effective supply of mineral resources and energy. To guarantee a stable labor market.	No response	130										
3 Improvement of Business Environment Improvement of Legal System	State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship	The State Committee of Republic of Uzbekistan on Demonopolization, Support of Competition and Entrepreneurship is a national policy implementation organization for the fields of promoting a competitive environment, regulating monopolistic actions, regulating natural monopolies, reorganizing companies that are economically crippled, promoting and supporting competition and the activities of private enterprises, protecting the rights of consumers, and regulating the advertising market.	The committee's challenges were stipulated by Presidential Order PP-66 of the Republic of Uzbekistan, which was issued on May 2, 2005.	584	410	4:1	435	Antimonopoly Policy Improvement Center	unclear	N/A	2-4	N/A	English training was introduced as part of employee training for FY2008. Currently under the selection of the foreign language center.	N/A
4 Improvement of Business Environment	Chamber of Commerce and Industry	1. Further improving conditions for the development of private sector activities 2. Improving the business environment 3. Supporting the improvement of business relations between private companies and overseas partners 4. Proactively promoting domestically produced goods and services in overseas markets 5. Broadly attracting foreign investment in order to achieve the reorganization and modernization of production facilities at a technical level so as to enable the production of highly competitive finished products in order to contribute to the economic development of Uzbekistan; its integration into the global economic system; and the creation of trade, economic, and scientific and technological relations between foreign companies and Uzbek companies. Guaranteeing the production of competitive products which are tied in with achieving economic development. 6. Unifying and assisting the members of the Chamber of Commerce and Industry 7. Safeguarding the interests and protecting the rights of the corporate entities who are members of the Chamber of Commerce and Industry 8. Creating consistent systems for market infrastructure	1. Elevating the knowledge and role of the private enterprise sector, rapidly developing the private enterprises in Uzbekistan 2. Expanding opportunities for contact between private enterprises in Uzbekistan and overseas partners and investors 3. Providing extensive services for the activities of private enterprises, including access to information and consultations 4. Arranging overseas business consultations in Uzbekistan, and similarly inviting foreign companies to Uzbekistan 5. Preparing for the development of laws in order to introduce international standards and practical business to Uzbekistan 6. Realizing the protection of rights and the safeguarding of interests 7. Supporting the development of human resources and education systems for the activities of private enterprises 8. Participating in the drafting of plan concerning fundamental principles for the development of private enterprises 9. Participating in the launch of technical systems 10. Arbitrating disputes between business proprietors	35	20	2:1	almost 100%	1. 14 regional affiliates 2. SSP Expocontact Co., Ltd. (arranges exhibitions and business trips, etc.) 3. Multifunction Information Center (SSP Marokand) 4. Tefnoexim Investment Co., Ltd. 5. Law Shield Co., Ltd. 6. Market Technology Development Center	Y/N	Reinstatement and service for a minimum of 3 years. Contracts are concluded while the student is studying abroad which obligate them to refund the money in the event that they do not serve for 3 years.	5	20	N/A	1. United Nations Development Program (UNDP) 2. German Chamber of Industry and Commerce 3. EU, TACIS 4. JICA (business consultant development) 5. ISO9000 Project
5 Improvement of Business Environment	Institute of Economics of the Academy of Sciences	Conducting surveys on theoretical socioeconomic development problems pertaining to Uzbekistan's transition to a market economy. Reflecting research results in advice for administrative and management organizations (Cabinet Ministers, Ministry of Economy, etc.), specifically for fields like creating the conditions for effective overseas investment in Uzbekistan's economy and shaping the labor market. Tying academic advice from research institute scholars in with the creation of market connections in Uzbekistan. Ensuring that laws for overseas investment, privatization, foreign economic activities, and bank failures are set in place.	1. Programs to increase the competitiveness of and for development methods for the nation's economy under liberalization 2. Molding and creating conditions for promotion mechanisms based on competition for the free development of enterprises	78	25	3:5	68	N/A	Y/N	Students can return to work immediately after returning home	3	12	N/A	1. European Commission, Advanced Research Center (Austria), University of Kassel (Germany): Temps Project No23030-2002 Socioeconomic studies: curriculum development Courses related to macroeconomics and general economics for graduate students 2. European Commission: EuropeAid No 2007/140188 Research for improving tax administration Current status analysis and advice concerning the attainment of a tax system. Formation and improvement of the business environment, essential tax shifts needed for an actual macroeconomic regulatory structure, achieving a system which takes lessons from the global economy. Projects scheduled for implementation 3. European Commission: Continuation of the project concerning the attainment of a tax system

Sub-Program/ Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	Permissio n for Y/N	The Constraints after Returning	Number of Recommendat ion for each year (incl.	language skill		Aid Programs from foreign countries (Other donors' support programs)
				Total Number	Ratio between 22-39	The ratio of woman	The Percentag e who					more than TOEFL500 (IELTS5.5)	Training course in the Organizations	
6 Improvement of Business Environment Management of Public Finance	Institute of Macro economics forecasting	Established in August 2005 by a presidential order. Functions as an effective economic policy center under the Ministry of Economy, as a tax and budget policy center under the Ministry of Finance, and as a credit center, development forecast research institute, and a bank finance system liberalization (deregulation) research institute under the Central Bank. It is the primary academic organization for the fields of economic reform and liberalization, macroeconomic research, currency, bank finance, studies of population movement, and social problems. The center is obligated to report to the Comprehensive Information Analysis Bureau of the Republic of Uzbekistan Cabinet Ministers regarding domestic economic activities and economic problems. The basic objectives of the center are to perform in-depth analysis of the nation's resources and latent economic potential, create a foundation for prospective analyses for the sake of stable and balanced socioeconomic development, strengthen economic research in a practical manner, and resolve any and all challenges related to economic reform and liberalization.	1. Long-term development forecasts and proposals related to the rational use of natural and mineral resources, fuel and energy resources, and groundwater resources 2. Systematic analyses of macroeconomic parameters, medium to long-term macroeconomic forecasts and analyses, and the preparation of proposals related to preserving macroeconomic stability and stable growth 3. Analyzing trends and drafting legislation concerning bank finance reform and liberalization; reinforcing currency in circulation; improving tax, budget, and credit politics; and the stability of the nation's currency 4. Drafting plan concerning economic reorganization and restructuring and providing a foundation for investment and political areas 5. Fact-based family budget surveys, preparing deeply-grounded plan related to social politics, ensuring sources of income, improving the welfare of residents 6. Surveys on democratic processes and providing the foundation for a stable employment rate 7. Learning from global experience, drafting plan concerning the introduction of international accounting systems, and improving national accounting systems	102	45	3:2	14	N/A	Y/N	Mandatory work for a minimum of 2 years.	2-5	15	Training is periodically set up for employees.	1. UNDP 2. University of International Economics and Politics of South Korea (Project to Create Free Economic Zones) 3. Conference on Security and Cooperation in Europe
7 Improvement of Business Environment Improvement of Economic Infrastructure	State Committee for Property	The primary duties of the State Committee on Property includes the further advancement of economic reforms, the acceleration of privatization, institutionalizing the management of state-owned assets, monitoring privatized companies, and supporting the improvement of market infrastructure.	1. Implementing policies which aim to reduce the rate of the national government in Uzbekistan's economy and markedly increase the role and significance of the private sector 2. Registering ministries, agencies, and other national organizations; state-run enterprises; organizations to which the national budget contributes; and organizations which the national government has a stake in, as well as managing said registry 3. Formulating and implementing privatization programs in order to develop market principles, create a competitive environment, and promote the accrual of private property	125	85	7:3	29	1. State Committee for Property of the Republic of Karakalpakstan 2. Provincial and state property management bureaus 3. Tashkent State Property Management Bureau 4. Central Securities Depository 5. Republican Stock Exchange 6. Republican Real Estate Exchange 7. Republican Business School	Y/N	in the employment contract there is an obligation to return to work in the event that the student's study abroad was financed by the committee, but no particular restrictions for studying overseas. However, there is no fee for	2	while the specific number of people is unknown, this should not be a problem since there are people who have had experience with studying overseas. There are 30 people who are fluent in	Held previously but not carried out at present. A possibility for the future is to have them attend business school or the like.	1. Malaysian Technical Cooperation Programme (MTCP): Employee training related to valuation work through property value assessment training institutes 2. Italian International Education Consortium, Italian Development Cooperation, Ministry of Foreign Affairs of Italy: Training for the technical staff and executives at companies 3. KOICA: Development of the human resources for Uzbekistan's securities market 4. Indian Technical and Economic Cooperation Program: Study abroad by experts at institutes of higher education
8 Improvement of Business Environment	State Committee for Property Center for coordination and control of securities market	The basic challenges and operating policy of the center were stipulated by Presidential Order UP1414 (concerning the organization of the center) issued on March 26, 1996. - Achieving national policies for the creation, development, management, and regulation of a securities market in Uzbekistan - Managing and introducing laws related to participation in the marketable securities market in the name of state agencies and business groups - Protecting the rights and interests of corporate entities and individuals (investors) etc.	Carrying out programs to develop the securities market based on Presidential Order PP475 (policy for the future development of a securities market) issued on September 27, 2006. - Long-term development of the securities market through the use of former state-run enterprises and fledgling public companies - Strengthening the development and expanding the sale of a second-tier securities market - Creating modern infrastructure for the securities market and reinforcing its monetary and technological foundations - Putting management systems into practice at public companies - Improving the quality of human resources and developing them for the securities market - Improving the functional abilities and efficiency of the securities market and its participants and organizations (investors, publishing offices for marketable securities, etc.) etc.	93	84	7:2	69	1. Appeal Review Board 2. 5 central auxiliary organs 3. 14 regional organizations	Y/N	Based on Uzbek labor laws.	1	6	N/A	No projects currently being implemented Projects scheduled for implementation 1. UNDP: Integration of Uzbekistan's Market with the World Market
9 Improvement of Business Environment	Ministry of Agriculture and water	1. Implementing consistent policies for agricultural techniques 2. Disseminating and carrying out the latest agricultural techniques in the agricultural commodities sector 3. Coordination operations for the activities of the agricultural commodities industry and for agricultural commodity supply procedures 4. Coordination operations for economic reform legislation related to the agriculture sector 5. Joint research related to the dissemination of agricultural systems 6. Implementing national policies for the fields of breeding and livestock, veterinary medicine, plant quarantine, poultry, and the aquaculture industry 7. Managing water resources 8. Safe management and modernization of water facilities 9. Improving land reclamation methods 10. Taking part in joint research related to investment policies for the agriculture, forestry, and fisheries sectors 11. Compliance with laws in the agriculture and fisheries industrial field 12. Fostering human resources for the agriculture, forestry, and fisheries sectors	Agriculture, forestries, and fisheries industry; economy; MBA; public policy 1. Introduction of modern agricultural systems 2. Processing and sales of and quality control for agricultural products 3. Improvement and management of water resources and irrigation 4. Promoting overseas investment in the agriculture sector	150	Average age: 35-45	8:2	N/A	1. Regional affiliates 2. 60 organizations, such as the Seed Research Center, etc. 3. Tashkent State Agricultural University and 3 other national universities	Y/N	None in particular		There are English courses for employees.	There is a history of dispatch to Japan, China, Germany, India, Malaysia, Egypt, Russia, and the Kazakhstan through international assistance.	

**List of Survey Results on Target Organizations (Republic of Uzbekistan)****Management of Public Finance**

	Sub-Program/ Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	Permission for absence from duty	The Constraints after Returning	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL500(IELTS 5.5)	Training course in the Organizations	
1	Management of Public Finance	Ministry of Finance	1. Formulating and implementing tax system and tariff policies, as well as budget policies 2. Implementing debt policies 3. Participating in the implementation of pricing policy 4. Participating in the development of financial markets	1. Improving the budget situation and systems for budget implementation 2. Developing and supporting the insurance market and insurance services 3. Revamping national financial statistics 4. Improving fiscal systems	349	232	6:4	99	1. Republican Road Fund 2. Extra-budget Pension Fund 3. State Fund to Promote the Development of Agricultural Communities and Machinery 4. Support Fund for Collateral Loans 5. Republican Extra-budget Publication Fund 6. Irrigated Land Soil Improvement Fund	Y/N	None in particular. However, there is the restriction that one must work for three years after returning to work when leaving work temporarily through a fixed-term employment contract.	3-5	The majority lack this, and are aware of the need to strengthen their English proficiency.	Held previously but has currently been suspended. There is room for considering its resumption in the future.	1. ADB (Financial Administration Reform Project) 2. Uzbekistan Banking and Finance Academy (BFA) 3. Human resource development (Policy Research Institute, Ministry of Finance Japan)
2	Management of Public Finance	Central Bank	1. Stabilizing the nation's currency 2. Formulating, selecting, and implementing financial and currency control policies 3. Creating an effective approval system 4. Facilitating economic development and modernizing its collateral and infrastructure	1. Implementing monetary policy which aims for local currency stability 2. Ensuring high economic growth and promoting exports 3. Raising the level of confidence in the banking system for the future	499	380	5:4	114	1. Central Bank regional affiliates 2. Educational and research facilities (Tashkent Financial Institute, Margilan Financial Institute, Termez Financial Institute) 3. Certification Bureau 4. Currency Example Bureau 5. Mint	Y/N	Notices of personnel changes will be issued while the student is studying abroad, and their posts will be preserved during this period.	2-5	63	N/A	1. IMF, Government of Japan, JICA, KOICA Brief international seminars, training 2. IMF, JDS (Government of Japan) Master's degree acquisition project 3. Central Bank of Russia Brief training, inspections, and exchanges of experience 4. CIS Central Bank countries (Eurasian Economic Community Project) Brief training, meetings, and training trips within the Eurasian Economic Community 5. Training by experts from the Deutsche Bundesbank (two or three sessions in a year at the Central Bank)
3	Management of Public Finance	Uzbekistan Banking Association	The Uzbekistan Banking Association is a non-state, non-commercial enterprise which is comprised of 24 commercial banks. 1. Enlarging the role of commercial banks in the execution of national policy for market reform 2. Protecting the rights and legal interests of association members 3. Consolidating the efforts of commercial banks towards the rapid changes to the national banking system 4. Improving training systems for bank industry specialists	1. Tackling key challenges accompanying the development and reform of Uzbekistan's banking system which is being carried out from 2007 to 2010 pursuant to the presidential order issued on November 7, 2007. 2. Policies for the opening of a school in Tashkent by Singapore Management University pursuant to a presidential order issued on September 5, 2007. 3. Policies related to other challenges.	24	13	2:1	2	1. Nukus branch 2. Dzhihazak branch 3. Fergana branch 4. Bank insurance company (ISHONCH) 5. Credit rating company (Akhbor Rating) 6. Unified Republican Process Center 7. Universal lease company (Baraka) 8. Bank consultation service companies 9. Moria Binocol Hizmat Company Co., Ltd. 10. Banking and trade system companies 11. Banking credit bureau companies	Y/N	The posts of people studying abroad are preserved.	N/A	5 people (but 30% can speak English fluently)	Nothing	Singapore Management University: Opening of a school by the university in Tashkent (bachelor's and master's courses for banking, MBA, and business IT)
4	Management of Public Finance	National Bank for Foreign Economic Activities	N/A	1. Strengthening the financial stability of bank capital and assets and increasing their profit margins 2. Promoting investment activities in Uzbekistan's important sectors 3. Introducing new banking products 4. Intensifying cooperation with global banking systems and finance-related universities 5. Carrying out the process of privatizing banks 6. Maintaining a leading position, introducing new retail services, and increasing the contract quantity and improving the stability of existing retail services 7. Developing personnel systems leading to the effective use of human resources	6197	5074	2:3	2990	N/A	Y/N	Reinstatement is guaranteed	N/A	9	Nothing	1. Government of Japan: Vaccine 2000 - Project to purchase vaccines for children 2. Government of Japan: Textile 2000 - Project to improve the equipment at Tashkent Institute of Textile and Light Industry 3. Government of Japan: Scholarship 2000 - Project to develop human resources 4. Government of Japan: Museum 2000 - Provision of audio-visual equipment and display equipment to museums 5. Government of Japan: Production 2000 - Project to improve food production 6. Government of Japan: Medical 2001 - Project to improve emergency medical care systems 7. Government of Japan: Scholarship 2001 - Project to develop human resources 8. Government of Japan: TV Show 2001 - Provision of Japanese television shows to Uzbek television and radio companies
5	Management of Public Finance	Banking and Finance Academy	The Banking and Finance Academy was established in 1996 to provide world-level education to senior officials in finance, banking, and tax departments and grant them master's degrees. The objective of the academy is to provide a meaningful education by utilizing the latest international education programs through both domestic and foreign experts, such as those from international financial research institutes with advanced expertise. Through a Ministerial Order personnel have been dispatched to overseas master's courses since 1996 in order to strengthen the theories amassed through the research activities at the academy. Seminars have been held by various international organizations, such as the World Bank, IMF, Ministry of Finance Japan, JBIC, ERBD, ADB, TACIS, Luxembourg Financial Technology Transfer Agency, and more for the sake of building the global financial, banking, and tax systems required by the times.	1. Providing an education through master's courses which utilize the latest international education programs through both domestic and foreign experts, such as those from international financial research institutes with advanced expertise 2. Amassing research results and data from other countries 3. Cooperation for banking and financial sectors with overseas aid agencies, etc. 4. Creating partnerships with overseas organizations	97	51	4:5	9	N/A	N/A	N/A	Same number of people that passed the screening	15%	N/A	1. Ministry of Finance Japan: Summer seminars to support the finance academy 2. Luxembourg Financial Technology Transfer Agency: Summer courses aimed at the academy 3. Korean University of Technology: Summer courses, Korean language courses Projects scheduled for implementation 1. Ministry of Foreign Affairs of Egypt: Seminars related to the banking operations of the Egyptian Banking Institute
6	Management of Public Finance	State Customs Committee	1. Protecting the safety and interests of the national economy in international business transactions 2. Creating an environment for entrepreneurs and economic vitalization 3. Protecting domestic markets and safeguarding the nation's financial interests 4. Effective cooperation for safety at the nation's borders and protecting society 5. Effective customs procedures and distribution coordination on the premises of customs houses 6. Preventing, detecting, and hindering violations of customs laws	1. Introducing business methods which are suited to the times 2. Facilitating customs declaration procedures 3. Utilizing IT technology 4. Risk analysis and management 5. International cooperation 6. Cooperation with other ministries and agencies 7. Fostering highly motivated and ethical employees imbued with advanced expertise	4000	2100	7:1	2807 70%	1. Customs Committee of the Republic of Karakalpakstan 2. Customs committees of 12 provinces 3. Tashkent City Customs Committee 4. Tashkent Aero 5. The headquarters of the State Customs Committee is comprised of 4 main departments, 13 departments, and 5 divisions 6. Higher Military Customs Institute 7. Uzbek Center for Prevention and Quarantine (training for drug-sniffing dogs, etc.)	Y/N	Contracts, agreements, and the like have never been concluded regarding this, but the employees that study abroad return to work. In other words, no one has ever resigned. The training period is included in one's work history.	2	Approximately 120 people (the exact level is unknown)	N/A	1. Reform and modernization of Uzbekistan's customs house operations: EU Commission 2. Improvement of customs administration in Uzbekistan: United Nations Development Program 3. BOMKA/KADAP: United Nations Development Program (UNDP) 4. Customs administration and technology: KOICA 5. Pilot Project XAC/197: United Nations Office on Drugs and Crime (UNODC) Projects scheduled for implementation 1. Strengthening customs operations at the Termez River port at the border between Uzbekistan and Afghanistan: UNODC 2. Indian Technical and Economic Cooperation (ITEC): Government of India, Ministry of External Affairs India

	Sub-Program/ Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	Permission for absence from duty  Y/N	The Constraints after Returning	Number of Recommendatio n for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL500(IELTS 5.5)	Training course in the Organizations	
7	Management of Public Finance	Credit Unions Association of Uzbekistan	The objective of the activities by the Credit Unions Association of Uzbekistan is to adopt a series of measures which are aimed at integrating credit unions, safeguarding and acting on behalf of the rights and interests of the unions, and developing the league of credit unions. The association is one of the implementing agencies for the National Plan to Develop Microfinance in Uzbekistan, which has 2010 as its target year. In addition, it also formulates and implements programs for the institutional development of credit unions and adopts guarantee systems for funds invested in credit unions by citizens. This organization also works to ensure that the credit unions which are its members maintain solvency and the ability to convert liquid assets into cash.	1. Discovering problems and faults with the existing laws that stipulate the activities of credit associations 2. Carrying out institutional improvements of credit associations, education, marketing, consulting, and other services 3. Adopting measures for the sake of managing guarantee systems related to infusions of funds to credit unions, and supporting their solvency and ability to convert liquid assets into cash.	6	5	1:1	N/A	Subsidiary: Alyans Grant Service	N/A	No regulations on returning to work. For extended leave it depends on the situation.	2	N/A	N/A	Project to improve the institutions, introduce systems to guarantee the infusion of funds and financial services, and improve the capacity of the employees of the Credit Unions Association of Uzbekistan: (WOCCU)
8	Management of Public Finance	Microfinance Association of Uzbekistan	The Association of Credit Unions and Microcredit Organizations aims to establish and develop professionalism in terms of the transparency of management systems and activities in particular. This is done by adopting advanced, global practices at microfinance organizations, providing consultations, holding training and seminars, improving the operations of various organizations, and setting up stricter standards.	1. Raising the technical level of the association's member companies by offering high quality training contents. 2. Improving the social protection status of clients by the association's members by means of establishing standards pertaining to socially responsible business. 3. Increasing the convenience of auditing operations for association members and raising the quality of such services by building cooperation with auditing companies	4	4	1:1	4	1. Tashkent Microfinance Association a) Providing information related to the association b) Implementing consulting services c) Soliciting new members 2. Samarkand Microfinance Association - the contents of their activities correspond to those of the Tashkent association 3. Andizhan Microfinance Association - the contents of their activities correspond to those of the Tashkent association 4. Bukhara Microfinance Association - the contents of their activities correspond to those of the Tashkent association	Y/N	Permission for leave: 2 years	1	0	N/A	USAID: Microfinance Association Support Project
9	Management of Public Finance	State Tax Committee	Securing the national budget and assisting taxpayers	1. Implementing tax administration 2. Professional knowledge and ability of the employees working at tax agencies	12029	8135	7:1	4959	1. State tax agencies in Karakalpakstan, each province, and Tashkent City which collect taxes for the national budget. 2. Tax inspection agencies for each city and district 3. Tax Academy 4. Tax College	Y/N	Based on Uzbek law	7-8	Unknown, but 5% are at an intermediate level.	N/A	N/A
10	Improvement of Business Environment Management of Public Finance	Institute of Macro economics forecasting	Established in August 2005 by a presidential order. Functions as an effective economic policy center under the Ministry of Economy, as a tax and budget policy center under the Ministry of Finance, and as a credit center, development forecast research institute, and a bank finance system liberalization (deregulation) research institute under the Central Bank. It is the primary academic organization for the fields of economic reform and liberalization, macroeconomic research, currency, bank finance, studies of population movement, and social problems. The center is obligated to report to the Comprehensive Information Analysis Bureau of the Republic of Uzbekistan Cabinet Ministers regarding domestic economic activities and economic problems. The basic objectives of the center are to perform in-depth analysis of the nation's resources and latent economic potential, create a foundation for prospective analyses for the sake of stable and balanced socioeconomic development, strengthen economic research in a practical manner, and resolve any and all challenges related to economic development.	1. Long-term development forecasts and proposals related to the rational use of natural and mineral resources, fuel and energy resources, and groundwater resources 2. Systematic analyses of macroeconomic parameters, medium to long-term macroeconomic forecasts and analyses, and the preparation of proposals related to preserving macroeconomic stability and stable growth 3. Analyzing trends and drafting legislation concerning bank finance reform and liberalization; reinforcing currency in circulation; improving tax, budget, and credit politics; and the stability of the nation's currency 4. Drafting plan concerning economic reorganization and restructuring and providing a foundation for investment and political areas 5. Fact-based family budget surveys, preparing deeply-grounded plan related to social politics, ensuring sources of income, improving the welfare of residents 6. Surveys on democratic processes and providing the foundation for a stable employment rate 7. Learning from global experience, drafting plan concerning the introduction of international accounting systems, and improving national accounting systems	102	45	3:2	14	N/A	Y/N	Mandatory work for a minimum of 2 years.	2-5	15	Training is periodically set up for employees.	1. UNDP 2. University of International Economics and Politics of South Korea (Project to Create Free Economic Zones) 3. Conference on Security and Cooperation in Europe



	Sub-Program/ Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	Permission for absence from duty	The Constraints after Returning	Number of Recommendatio n for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL500 (IELTS5.5)	Training course in the Organizations	
6	Improvement of Legal System	Bar Association	A social organization which was established based on various laws in Uzbekistan for the sake of lawyers who are active within the country.	1. Supporting the improvement of structures for independent legal defense activities with authority befitting a democratic country ruled by law 2. Achieving equality when lawyers exercise their professional rights and obligations in defending the legal rights, freedoms, and interests of corporate entities and individuals. 3. Establishing professional ethics pertaining to the strict observance and execution of the law 4. Supporting the activities of lawyers in their capacity as defense attorneys and spokesmen 5. Social protection and support for lawyers 6. Formulating policies and strategies which contribute to the social and economic development of lawyer's activities 7. Cooperating with the activities of state agencies and social organizations 8. In connection with the activities of lawyers, creating and deliberating over legislation and drafting proposals for state agencies pertaining to individual rights and freedoms. 9. Answering questions concerning lawyer's activities from the competent legal authorities, courts, and so on	2000	N/A	Data not available	Data not available	There is a Republic of Karakalpakstan branch, Tashkent City branch, and 14 provincial branches.	○ Y/N	The returning students are reinstated to their former duties pursuant to their contracts as stipulated by Uzbekistan's labor laws.	10	N/A	N/A	1. Fund of Conrad Adenaur: Central Asia and Russia - Issues with the Introduction of International Standards for the Lawyer Laws in One's Home Country (international conference) 2. International Bar Association: Mutual Cooperation between Lawyers and the State and the Protection of Lawyer's Activities (international conference) 3. Improving Cooperation between the Lawyers of the American Bar Association and Penal Code Appraisal Organs (international conference) 4. United Nations Development Program (UNDP): Capacity Development for State Agencies in Charge of Human Rights Issues (publication) 5. UNICEF: The Role and Position of Lawyers with regard to Juvenile Legal Matters (international conference)
7	Improvement of Legal System	Legislative Assembly (Lower House of the Supreme Assembly)	Not collected												
8	Management of Public Finance	Ministry of Finance	1. Formulating and implementing tax system and tariff policies, as well as budget policies 2. Implementing debt policies 3. Participating in the implementation of pricing policy 4. Participating in the development of financial markets	1. Improving the budget situation and systems for budget implementation 2. Developing and supporting the insurance market and insurance services 3. Revamping national financial statistics 4. Improving fiscal systems	349	232	6:4	99	1. Republican Road Fund 2. Extra-budget Pension Fund 3. State Fund to Promote the Development of Agricultural Communities and Machinery 4. Support Fund for Collateral Loans 5. Republican Extra-budget Publication Fund 6. Irrigated Land Soil Improvement Fund	○ Y/N	None in particular. However, there is the restriction that one must work for three years after returning to work when leaving work temporarily through a fixed-term employment contract.	3-5	The majority lack this, and are aware of the need to strengthen their English proficiency.	Held previously but has currently been suspended. There is room for considering its resumption in the future.	1. ADB (Financial Administration Reform Project) 2. Uzbekistan Banking and Finance Academy (BFA) 3. Human resource development (Policy Research Institute, Ministry of Finance Japan)
9	Improvement of Legal System Improvement of Business Environment International Relations	Ministry for Foreign Economic Relations, Investments and Trade	Formulating and implementing policies related to foreign economic activities, export promotion, promoting investment from overseas, trade liberalization, and the strengthening of trade activities. Coordinating investment and assistance from other countries.	The challenges were stipulated by Presidential Order PP-136 of the Republic of Uzbekistan, which was issued on July 26, 2005. 1. To formulate a single national policy for the foreign economic activities sectors; specifically the areas of promoting exports, promoting investment from overseas, foreign trade liberalization, and expanding and strengthening foreign relations 2. To conduct dual marketing surveys for the global market, in-depth analyses and forecasts concerning the development of domestic and overseas markets, and strengthening trade and economic relations with overseas partners 3. Implementing specific policies for solid economic development and to improve the economy, integration into the global economic system, implementing plans to develop export potential, and securing foreign economic rights and interests. 4. Building cooperative relations with foreign governments and overseas academic institutions for economic and financial development in Uzbekistan. 5. Attracting foreign investment, monitoring the implementation of investment plans, and providing the necessary information to foreign	133	107	10:3	62	1. Ministry of Foreign Economic Relations of the Republic of Karakalpakstan 2. Foreign Economic Activities Management in Tashkent and the Surrounding Provinces 3. Uzbek Expertise Co., Ltd. 4. Uzbek Tender Consulting Co., Ltd. 5. Uzincomcenter 6. Uzbekistan Expo Center 7. Inter-service Co., Ltd. 8. Inter-construction Co., Ltd. 9. Business Partner Newspaper, etc.	○ Y/N	The students can return to work	2	The specific number of people is unknown. 80% understand English well. English is used for work in each of the departments.	The Center for Human Development provides English training. Tests to certify the students' level are also given.	N/A



**List of Survey Results on Target Organizations (Republic of Uzbekistan)**  
**Improvement of Economic Infrastructure**

	Sub-Program/ Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	Permission for absence from duty Y/N	The Constraints after Returning	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL500 (IELTS5.5)	Training course in the Organizations	
1	Improvement of Business Environment Improvement of Economic Infrastructure	State Committee for Property	The primary duties of the State Committee on Property includes the further advancement of economic reforms, the acceleration of privatization, institutionalizing the management of state-owned assets, monitoring privatized companies, and supporting the improvement of market infrastructure.	1. Implementing policies which aim to reduce the rate of the national government in Uzbekistan's economy and markedly increase the role and significance of the private sector 2. Registering ministries, agencies, and other national organizations; state-run enterprises; organizations to which the national budget contributes; and organizations which the national government has a stake in, as well as managing said registry 3. Formulating and implementing privatization programs in order to develop market principles, create a competitive environment, and promote the accrual of private property	125	85	7:3	29	1. State Committee for Property of the Republic of Karakalpakstan 2. Provincial and state property management bureaus 3. Tashkent State Property Management Bureau 4. Central Securities Depository 5. Republican Stock Exchange 6. Republican Real Estate Exchange 7. Republican Business School	Y/N	In the employment contract there is an obligation to return to work in the event that the student's study abroad was financed by the committee, but no particular restrictions for studying overseas. However, there is room for consideration.	2	While the specific number of people is unknown, this should not be a problem since there are people who have had experience with studying overseas. There are 30 people who are fluent in English.	Held previously but not carried out at present. A possibility for the future is to have them attend business school or the like.	1. Malaysian Technical Cooperation Programme (MTCP): Employee training related to valuation work through property value assessment training institutes 2. Italian International Education Consortium, Italian Development Cooperation, Ministry of Foreign Affairs of Italy: Training for the technical staff and executives at companies 3. KOICA: Development of the human resources for Uzbekistan's securities market 4. Indian Technical and Economic Cooperation Program: Study abroad by experts at institutes of higher education
2	Improvement of Economic Infrastructure	State Committee for Architecture and Construction	A state organ which implements national policies in the fields of urban reform and urban planning activities. It acts in cooperation with other state organizations, and reports on its activities to the Cabinet Ministers.	1. Realizing national policies for urban planning and urban planning activities. Ensuring an academic foundation for population distribution plans. 2. Management for the sake of compliance with laws concerning project quality, urban planning, and urban planning standards 3. Implementing unique academic and technical policies for the urban planning sector, and creating information bases which accompany these. 4. Adjustments to and monitoring of the transition to a market economy. Creating and introducing data systems.	80	26	5:3	N/A	1. Information Introduction Center "AQATM" 2. Leveling and Certification Center 3. Research Institute on Certification 4. 36 auxiliary organizations	Y/N	Reinstatement is guaranteed.	N/A	N/A (the employees' English level is intermediate)	N/A	United Nations Development Program (UNDP) and the Government of Japan: Earthquake-proofing schools
3	Improvement of Economic Infrastructure	Uzkommunhizmat Agency	Supplies and sells public gas and water to companies and citizens in the country.	1. Creating legislation and proposed regulations which define economic reform problems for the public services sector and submitting them to Cabinet Ministers. 2. Supporting the introduction of a competitive environment for public services, engineering services, and other tasks related to housing and utilities sectors. 3. Implementing monitoring of the compliance status of municipalities, companies, and citizens with public service, technical requirement, and technical standard-related laws. 4. Reviewing and implementing the introduction of modern technology, equipment, and facilities in the public services sector; instituting production; and placing orders for the machinery, facilities, and equipment required by the public sector.	34	10	8:2	100%	1. Uzbekistan Uzkommunhizmat Agency Construction and Engineering Company 2. Uzbekkommunalloqkhakurilish Co., Ltd. 3. Kommunallizing Co., Ltd. 4. Education and Engineering Center - Uzkommunukuvtashkilotchi	Y/N	Notices on the handling of leave without pay are issued in the president's name. Students are reinstated to their former post after returning home in accordance with said notices.	2	N/A	N/A	JICA training: 10 people participated over the last 2 years
4	Improvement of Economic Infrastructure	"Uzbekenergo" State Joint Stock Company	Supplies electricity to various sectors of the economy and the populace in a centralized manner. Supplies thermal energy for industrial and general use to some of the cities in the country.	1. Primary challenges include the production, transport, distribution, and sales of electric power and thermal energy. 2. Strengthening the fostering of human resources for the energy industry, as well as human resources for sectors introducing modern, energy-saving technology 3. Searching for potential investments required for the introduction of modern, energy-saving technology	52	N/A	N/A	N/A	1. Uzbek Ugori Publicly-Held Joint Stock Company 2. Uzbek Hydro Kurilish Publicly-Held Joint Stock Company 3. Electro Tarmok Kurilish Publicly-Held Joint Stock Company 4. Maksus Electro Tarmok Kurilish Publicly-Held Joint Stock Company 5. Hydro Spetsustroi Publicly-Held Joint Stock Company 6. UzkishlokElectroKurilish Publicly-Held Joint Stock Company 7. Installation Work Administration No. 4 Publicly-Held Joint Stock Company 8. Energo Inpex Publicly-Held Joint Stock Company 9. Hydro Project Publicly-Held Joint Stock Company 10. Thermal Power Generation Project Publicly-Held Joint Stock Company	Y/N	One's workplace can be reserved for up to 2 years. Returning home is guaranteed.	N/A	Perfect	N/A	1. JBIC (Tashkent Thermal Power Plant Modernization Project) 2. Islamic Development Bank (Construction of a 500 Kw high-voltage power transmission line for the Guzor and Surkhan power plants)
5	Improvement of Economic Infrastructure	"O'zbekiston Temir yo'llari" State Railway Joint Stock Company	N/A	N/A	51,915	29,657	4:1	N/A	N/A	Y/N	The students are reinstated to their former duties pursuant to notification.	N/A	N/A	N/A	N/A
6	Improvement of Economic Infrastructure	Automobile and River Transport Agency	1. Creating standards pertaining to automobile and river transport and providing support for legal aspects 2. Formulating transport programs 3. Supporting marketization and strengthening competition 4. Implementing unified policies 5. Issuing licenses 6. Improving the skills of personnel 7. Initiatives for challenges related to international management	1. Laying a standardized groundwork pertaining to automobile and river transport companies and the carrying out of automobile and river transport. 2. Executing and realizing programs for developing automobile and river transport in response to the demands of economic sectors and the transporting population. 3. Offering conditions which are suitable for developing a sound environment and market-related development for automobile and river transport market services. 4. Implementing unique technical policies for the automobile and river transport sector. 5. Issuing licenses for the transport of people and goods by automobile and river transportation, and supervising license holders and organizations. 6. Providing educational opportunities in order to improve human resources	163	73	N/A	N/A	1. Local affiliates 2. Research centers 3. Regulatory and technical centers	Y/N	N/A	N/A	Limited number of people that can speak English.	N/A	JICA training: 1 person in 2003, two in 2004, one in 2005

	Sub-Program/ Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	Permission for absence from duty Y/N	The Constraints after Returning	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL500 (IELTS5.5)	Training course in the Organizations	
7	Improvement of Economic Infrastructure	"Uzavtosanoat"(car industry)Joint Stock Company	A state agency which regulates and controls the activities of companies in Uzbekistan's automotive industry. It also manages a company which provides materials related to transportation for carrying out economic and trade activities in Uzbekistan and overseas. The role of the automotive public company is to monitor the automotive industry. It sets up programs and strategies for the stable development of the automotive industry from the standpoint of a medium to long-term outlook. In addition, the company also drafts unique scientific and technical investment policies for this sector. It also conducts marketing surveys for new products and services, as well as surveys on introducing these into global markets. Furthermore, it also provides information on subsidiary companies.	Expanding and executing the production of transportation equipment, as well as strengthening the local procurement of raw materials, production, and transportation pertaining to automobile manufacturing	53	22	5:4	7	1. Uzucolam (bumpers, panels: 304 people) 2. Uzutonghong (seats: 512 people) 3. Uzudongbon (bulk: 232 people) 4. Uzudongju (rack and dyed goods: 260 people) 5. Uzudongyang (interior: 421 people) 6. Uzueksaid (condensers: 556 people) 7. Aftoina (glass: 492 people), etc.	Y/N	Reinstatement is guaranteed.	N/A	N/A	Nothing	N/A
8	Improvement of Economic Infrastructure	"O'zavtoyol"company	Uzbekistan's sole technical policy management agency for the road network development sector	1. Construction, claims, repairs, and maintenance of expressways 2. Construction and repairs of expressways with international significance	34	14	5:3	31	N/A	Y/N	None in particular. The students' places are reserved until they return home.	Several persons	4	N/A	1. Japanese Grant Aid: Major highway A-373 2. FRG (Germany): Support for improving the capacity of 30 people at no charge 3. Japanese Grant Aid: Major highway M-39
9	Improvement of Economic Infrastructure	"O'zkimyosanoat"(Chemical industry)State Joint Stock Company	This is a state-run enterprise that formulates and introduces common concepts for the development of the chemical industry. In addition, it creates solid prior conditions for manufacturers and the national economy, while also formulating and implementing production technology development policies and marketing for major chemical companies.	1. Modernizing, reorganizing, refitting, and introducing effective energy- saving technology in the chemical industry, implementing technical policies pertaining to the localization of production and assembly 2. Chemical fertilizer and agricultural chemical demand surveys for the agricultural sector, chemical product demand surveys for other economic sectors 3. Formulating and implementing medium to long-term programs aimed at the stable development of the chemical industry, expanding the production of competitive chemical products, and expanding the potential for exports 4. Holding annual sales and trade shows for agricultural fertilizers and herbicides 5. Drastic reforms and privatization of chemical industry companies by attracting both domestic and foreign investment 6. Improving the skills of and reeducating engineers, technical employees, and business administration employees in order to adapt to a market economy	87	33	2:1	3	1. 2 factories in Fergana 2. Roiha, an Uzbek chemical industry public company 3. Kimyo Transportation 4. Navoiazot 5. Mahamu-chilchik 6. Ferganazot	Y/N	The students assume their previous post or a higher position.	10-15	5	N/A	Implementing a project related to the UN Kyoto Protocol together with Mitsubishi Corporation through the use of CBR funding.

**List of Survey Results on Target Organizations (Republic of Uzbekistan)****International Relations**

	Sub-Program/ Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of officials				Related organization	Permission for absence from duty  Y/N	The Constraints after Returning	Number of Recommendation for each year (incl. qualifications)	language skill		Aid Programs from foreign countries (Other donors' support programs)
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL500 (IELTS5.5)	Training course in the Organizations	
1	International Relations	Ministry of Foreign Affairs	1. Making proposals regarding foreign policy strategy, safeguarding and promoting diplomatic interests, and international activities in general. 2. Supporting the development of external economic relations, as well as support for building and expanding relations with international financial and economic institutes, as well as other organizations. 3. Negotiating and concluding contracts and agreements with the proper state agencies and diplomatic organizations of other countries, as well as international institutions. 4. Coordinating foreign relations operations with Japanese ministries and agencies and related institutions.	1. International relations between Asia-Pacific and Central Asia 2. International law 3. International economy	N/A	71%	9:1	100%	Department of Diplomatic Services Jahon communication company University of World Economy and Diplomacy Academic Lycee affiliated with the University of World Economy and Diplomacy	Y/N	While there are no written pledges, all of the people that study abroad return to their workplaces and work for at least one or two years. If examples of contracts (that obligate the people to return to work) are presented then contracts can be created and this can be regulated.	N/A	90% of the employees or more understand English	Brief training by the University of World Economy and Diplomacy	KOICA, Malaysian Technical Cooperation Programme (MTCP), German Academic Exchange Service (DAAD: a German organization concerned with education), etc.
2	International Relations	University of World Economy and Diplomacy	This is a branch of the Ministry of Foreign Affairs and major academic organization that handles the fostering of human resources for the domestic economy, politics, and international law. Its graduates play an active role at major ministries and agencies (Ministry of Foreign Affairs; Ministry for Foreign Economic Relations, Investments and Trade; Ministry of Justice, etc.), as well as academic institutions, international organizations, non-governmental organizations (NGOs), and more.	1. Improving the quality of education, achieving international standards 2. Introducing the latest educational methods and raising the degree of proficiency of professors and lecturers 3. Attracting expertise from overseas for the fostering of human resources, and improving master's education	650	450	1:1	87%	N/A	Y/N	Based on Uzbek law	3-6	25-30%	N/A	1. KOICA: Creation of an electronic library 2. United Nations Development Program (UNDP): Introduction of a human development course 3. GTZ (German technical support): Creation of an information and documentation center Projects scheduled for implementation 1. Modernization of the university 2. Opening of a practice and training institute related to the psychology of the negotiating process
3	Improvement of Business Environment International Relations	Ministry for Foreign Economic Relations, Investments and Trade	Formulating and implementing policies related to foreign economic activities, export promotion, liberalization, and the strengthening of trade activities. Coordinating investment and assistance from other countries.	The challenges were stipulated by Presidential Order PP-136 of the Republic of Uzbekistan, which was issued on July 26, 2005. 1. To formulate a single national policy for the foreign economic activities sectors; specifically the areas of promoting exports, promoting investment from overseas, foreign trade liberalization, and expanding and strengthening foreign relations 2. To conduct dual marketing surveys for the global market, in-depth analyses and forecasts concerning the development of domestic and overseas markets, and strengthening trade and economic relations with overseas partners 3. Implementing specific policies for solid economic development and to improve the economy, integration into the global economic system, implementing plans to develop export potential, and securing foreign economic rights and interests. 4. Building cooperative relations with foreign governments 5. Attracting foreign investment, monitoring the implementation of investment plans, and providing the necessary information to foreign investors.	133	107	10:3	62	1. Ministry of Foreign Economic Relations of the Republic of Karakalpakstan 2. Foreign Economic Activities Management in Tashkent and the Surrounding Provinces 3. Uzbek Expertise Co., Ltd. 4. Uzbek Tender Consulting Co., Ltd. 5. Uzincomcenter 6. Uzbekistan Expo Center 7. Inter-service Co., Ltd. 8. Inter-construction Co., Ltd. 9. Business Partner Newspaper, etc.	Y/N	The students can return to work	2	The specific number of people is unknown. 80% understand English well. English is used for work in each of the departments.	The Center for Human Development provides English training. Tests to certify the students' level are also given.	N/A

## Selection of 1st Batch Candidates in Uzbekistan

As a part of this survey, the selection of the 1st batch candidates was conducted, and the results of examination of the facts and program scale (accepting number) grasped through the selection were reflected in the Basic Plan for the Sub-Programs (2nd Draft).

1st batch candidates were selected in Uzbekistan as follows:

(1) Recruitment of applicants (June to July 2008)

The following support for the recruitment was provided to the target organizations during the 1st field survey and the 1st analysis in Japan according to the qualifications for applicants, application guidelines/documents and the selection schedule approved at the 1st Operating Committee:

(a) Explanatory meetings, recruitment materials and other preparations

The following necessary materials were prepared and distributed to the target organizations when hearing surveys were conducted:

- Application guidelines
- Application documents
- “Let’s Study in Japan!”<sup>1</sup>
- Forms of short list and long list

At the same time, explanations were made concerning the new JDS system, sub-programs/components, the role of target organizations, the short and long lists, how to fill in the application documents, the selection schedule, etc.

(b) Request for selection of applicants and submission of long list

A set of the above-mentioned materials and a cover letter were distributed<sup>2</sup> to all the target organizations, and requests were made to select applicants and submit short and long lists.

(c) Collection method

By July 25, the target organizations submitted short and long lists to the JDS Project Office.<sup>3</sup> The number of submitted application documents was 84, the number of persons listed in the short lists (the number of this year’s prospective applicants) was 87, and the number of persons listed in the long lists was 176.

(2) Accepting universities’ examination of application documents and results

The submitted application documents were sent to each accepting university, whose faculty members examined the application documents (from August 25 to September 8). On August 21, aptitude tests for English and mathematics were conducted, and the results were submitted to the universities as a reference for the examination of application documents. By September 9, the results of the examination were submitted

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<sup>1</sup> Explanatory pamphlet used for past JDS programs

<sup>2</sup> The application materials in other data forms were also supplied upon request.

<sup>3</sup> JDS Project Office: JICE established the Project Office in Tashkent when it started the project in 1999. Since then, the Project Office has recruited and selected fellows, provided language training, gave orientation and carried out the procedures for visiting Japan. The Office is effectively used also for this survey.

by five accepting universities.

Each test or examination for selection was conducted as follows:

(a) Basic check

From July 25 to August 7, as a preliminary stage for the examination of application documents, check was made on the applicants' qualifications, necessary documents and entry mistakes in the application documents. Whenever there was an unclear point, confirmation was obtained from the applicant or the target organization to which the applicant belongs. The number of application documents that passed the basic check was 72 (26 target organizations) (12 application documents did not pass the basic check mainly due to lack of two years' practical experience or document deficiency). The results were notified to the applicants on August 13 and, after that, application documents were sent to the planned accepting universities through the JICE Headquarters.

(b) English and mathematics tests

On August 21, English and mathematics tests were conducted to check the basic academic abilities of the 72 applicants who passed the basic check. The International English Language Testing System (IELTS) by the English Council was used for checking the applicants' international levels. The mathematics test used was one that was prepared by universities that have experience in accepting fellows in the economic and management fields under past JDS programs for checking whether the applicants have a mathematic ability necessary for the master's degree level.

No pass line was set for both tests. All the applicants' results<sup>4</sup> of the tests were sent to each accepting university as a reference for the examination of the application documents.

(c) Examination of the application documents

The examination items were the following five items: academic record (25 points), how to use knowledge after returning home (20 points), research plan (25 points), letter of recommendation (10 points) and the degree of consistency with the research course (20 points). The perfect score was 100 points. Judgment of acceptance was indicated by a circle (○) or a cross (×) (the circle stood for success and move to the next stage of interview, while the cross stood for rejection). No pass line was set in terms of points, and only the applicants who received a circle passed the examination. The decision on whether the results of the English and mathematics tests were treated as a part of the standards for judgment of acceptance or as only a reference was left to the universities, because the academic ability necessary after admission and the importance of the English or mathematics ability differ among the universities.

As a result, 37 applicants from 23 target organizations passed the examination of the application documents in three sub-programs/five components (Annex 10-a: Results of Selection with Details of Target Organizations).

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<sup>4</sup> With regard to the mathematics test, in addition to the results, the original answer sheets in which the answer process was entered were sent to each accepting university.

- (3) Technical interviews by faculty members of planned accepting universities and the results

From September 14 to 18, university faculty members' technical interviews and Discussions between the target organizations – mainly, the managing organization – and university faculty members were held (Table 1 shows the schedule).

**Table1: Schedule of technical interviews and discussions**

Date		Schedule
Sept. 15	-Mon	Arrival at Uzbekistan
Sept. 16	Tue	Briefing and orientation
		Courtesy visit to Japan-related agency (Embassy of Japan in Republic of Uzbekistan)
		Courtesy visit to Ministry of Higher and Secondary, Specialized Education (meeting room)
Sept. 17	Wed	Holding of technical interviews [Waseda Univ., Ritsumeikan Univ., Nagoya Univ. International Univ. of Japan]
Sept. 18	Thu	Discussion with the managing organization: Ministry for Foreign Economic Relations, Investments and Trade [Waseda Univ. (Graduate School of Commerce)]
		Same as above: Ministry of Finance [Ritsumeikan Univ.]
		Same as above: Ministry of Justice [Nagoya Univ.]
		Same as above: State Property Committee [International Univ. of Japan]
		Same as above: Ministry of Foreign Affairs [Waseda Univ. (Graduate School of Asia-Pacific Studies)]
Sept. 19	Fri	Report meeting of Operating Committee
		Return to Japan

The examination items were the following three items: academic background and learning ability (50 points), grounding enough to accomplish study in Japan (30 points) and the possibility to contribute to the development of Uzbekistan (20 points). The perfect score was 100 points. Judgment of acceptance was indicated by a circle (○), a triangle (△) or a cross (×) (a circle stood for positive acceptance, a triangle stood for acceptable and a cross stood for rejection). No pass line was set in terms of examination points. The applicants who received ○ or △ passed the technical interviews. As a result, of the 37 applicants who received the technical interviews, 23 applicants from 16- target organizations passed the interviews.

- (4) Operating Committee's comprehensive interviews and the results

Before the comprehensive interviews, on September 25 and 26, health checkup was conducted on the applicants who had passed the technical interviews. Of the 23 applicants, 22 applicants had no health problem that might cause a trouble in studying abroad.

On October 8, the Operating Committee interviewed the candidates who passed university faculty members' technical interviews. The examination items were the following three items: possibility to contribute to the development of Uzbekistan (50 points), the ability to use the results of study in Japan for a long time (25 points), grounding enough to accomplish study in Japan (25 points). The perfect score was 100

points. The applicants for all the sub-programs/components were ranked. Higher-scoring applicants passed the interviews to the minimum number of successful applicants<sup>5</sup> set for each sub-program/component. In addition, judgment was made based on the overall ability of each applicant. As a result, 15 candidates were selected from 13 target organizations as shown in Table 2.

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<sup>5</sup> The minimum number of successful applicants was set for each sub-program/ component to input, during the four-year Program cycle, a certain number of applicants in important sub-programs selected as a result of Discussion with the Uzbekistan Government according to the purpose of the Program (the minimum number was set at two for each sub-program/component).

**Table 2: Result of the selection of 1st batch applicants (for each sub-program)**

Sub-program	Component	Univ.	Study course	The number of valid applicants for 1st Selection		The number of applicants who passed the Document Screening		Pass rate %	The number of applicants who passed the Technical Interview		Pass rate %	The number of candidates who passed Comprehensive Interview	
					( )		( )			( )		( )	
1. Human resource and institutional development for economic development	Improvement of business environment	Waseda	Graduate School of Commerce	11	(6)	7	(6)	63.6	6	(5)	54.5	4	(4)
	Management of public finance	Ritsumeikan	Graduate School of Economics	22	(7)	10	(6)	45.4	5	(3)	22.7	3	(3)
	Improvement of Legal system	Nagoya	Graduate School of Law	7	(4)	4	(3)	57.1	3	(3)	42.8	2	(2)
2. Improvement of economic infrastructure		International University of Japan	Graduate School of International Management	28	(6)	12	(5)	42.8	8	(4)	28.5	5	(3)
3. International Relations		Waseda	Graduate School of Asia-Pacific Studies	4	(3)	4	(3)	100	1	(1)	25%	1	(1)
Total				72	(26)	37	(23)	51.3%	23	(16)	31.9%	15	(13)

Parenthesized figures indicate the number of target organizations.



## 5. Confirmation of the number of fellows to be accepted for the first batch

In the third field survey, the JICA mission explained to the Government of Uzbekistan about the number of fellows to be accepted for each sub-program/component 2 (draft) which had been decided based on the result of the second field study and the computation process of the number, to which the Government expressed its approval. The numbers of the fellows to be accepted for the first batch (draft) are indicated in table 3.

**Table 3: Number of fellows to be accepted for the first batch (draft)**

Sub-program	Component	University	Graduate school	Number to be accepted (draft)
1. Assistance for human resource and institutional development for market economy development and economic and industrial promotion	Improvement of business environment	Waseda	Graduate School of Commerce	4
	Management of public finance	Ritsumeikan	Graduate School of Economics	3
	Improvement of legal system	Nagoya	Graduate School of Law	2
2. Development/improvement of economic infrastructure		International University of Japan	Graduate School of International Management	5
3. International relations		Waseda	Graduate School of Asia-Pacific Studies	1
			Total	15

## 6. Notification of the result of screening of the first batch

At the end of December 2008, all applicants of the final screening were notified of the result of screening. Based on the result of the discussion with the managing organization, all target organizations were also notified of the result of the screening as to the applicants nominated by the organization in question.

## 7. Assistance for studying prior to coming to Japan

In March 2009, four textbooks in English were distributed to all successful applicants for the first batch so that they would be able to put forth their efforts to improve their English ability and start their studies smoothly after being admitted to the graduate school.

## 8. Holding the first orientation meeting

In March 2009, the first orientation meeting concerning studying in Japan was held for the successful applicants for the first batch. Its main points are summarized below. The second orientation meeting is under preparation so that it will be held immediately before their departure.

- 1) Overview of JDS program, systems to support fellows, and definition of the JDS students
- 2) Preparations necessary before departure
- 3) Schedule before arrival in Japan
- 4) Others

## 9. Adjustments with accepting universities

### (1) Survey concerning the procedures for admission

A survey was conducted in the mid-January of 2009 concerning the time limit for

application, procedures, and fee for certification of each accepting university. We received application forms of the universities. As stated above, the Project Office has been providing its support/advice to the applicants for FY2009 for each university in preparing application documents and in collecting necessary documents.

The documents submitted by the applicants are checked at the Project Office and sent to each university before the time limit. At the same time, the procedure to pay the fee for certification is taken.

- (2) Notify each accepting university of the names of successful applicants for the first batch and of the number of fellows to be accepted for the four batches; receive a letter of informal consent from each university

In mid-February of 2009, we prepared a letter of notification addressed to each accepting university concerning the names of the fellows for FY2009 and the numbers of fellows to be accepted for the four batches from FY2009 to FY2012. Subsequent to its approval by JICA, the letter signed by the General Director of the Training Affairs and Citizen Participation Department was mailed. We also received a letter of informal consent from each university.

- (3) Assistance for the procedure for admission to each accepting university

In March 2009, guidance/advice as to preparing application documents was given to the successful applicants for the first batch (fellows to be admitted in the academic year of 2009), and the necessary documents were collected. We submitted the collected documents to the Graduate School of Law of Nagoya University and the Graduate School of Economics of Ritsumeikan University. Likewise, with respect to Waseda University (Graduate School of Commerce and Graduate School of Asia-Pacific University) and the Graduate School of International Management of International University of which the deadline for application was after April 2009, guidance/support as to preparing the documents for admission was given to the successful applicants for the first batch (to be admitted in the academic year of FY2009), and the documents were collected. They were submitted to the universities.

- (4) Measures to deal with non-acceptance

In June 2009, we received a letter of non-acceptance from GM Uzbekstan under the Uzbek Automobile Industry Corporation (Uzavtosanoat) (about Mr. HASANOV Bahromjon, one of the successful applicants). Based on the resolution of the Operating Committee, the opening was filled by the first runner-up (Mr. KHUSANOV Dilshod, an employee of the Uzbek Automobile Industry Corporation) of the sub-program, "Improvement of economic infrastructure."

In July 2009, we received a letter of non-acceptance from the Uzbekistan Bar Association on one of the final candidates (Ms. YAKUBOVA Iroda Bakhramovna). Based on the resolution of the Operating Committee, the first runner-up of the component, "Improvement of legal system," (Mr. SUVONOV Umid working for the Ministry of Justice) was selected to fill the opening. We asked the Graduate School of Law of Nagoya University, accepting university, whether it would be acceptable or not. The University replied that it would not be possible to accept the replaced fellow because it was immediately before the admission in September, thereby leaving the vacancy unfulfilled in this component. That is, the number of fellows of this component for the first batch became one.

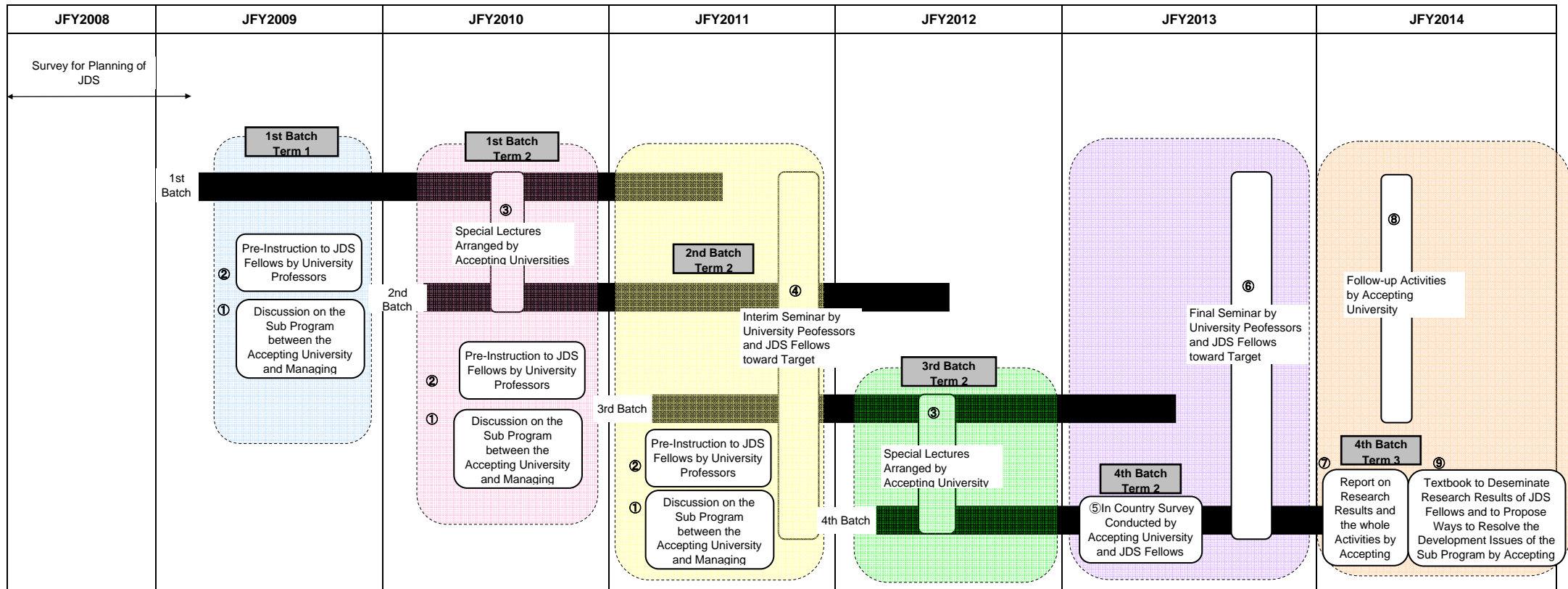
Based on the fact that there were two applicants who declined to accept the fellowship in this batch, it is planned to discuss how to address a case of non-acceptance in the future with local people involved in this Program in the meeting of the local Operating Committee and in other occasions.

## The selection results of the 1st batch (Republic of Uzbekistan)

Sub-Program	Component	Accepting University		Target Organizations	Number of Applicants		Selection Result of the 1st Batch	
		Name of University	Acceptable Number Proposed by University		Per Target Organization	Per Component	Per University	Per Target Organization
Human Resource and Institutional Development for Economic Development	Improvement of Business Environment	Waseda Univ GS of Commerce	4	Ministry for Foreign Economic Relations, Investments and Trade	2	15	4	1
				Ministry of Economy				0
				State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship	3			1
				Institute of Economics of the Academy of Sciences				0
				Chamber of Commerce and Industry	3			1
				Institute of Macro economics forecasting	5			0
				State Committee for Property	1			0
				Center for coordination and control of securities market	1			1
				Ministry of Agriculture and water				0
				Ministry of Finance	4			1
	Central Bank	4	1					
	Uzbekistan Banking Association		0					
	National Bank for Foreign Economic Activities	4	1					
	Banking and Finance Academy	1	0					
	State Customs Committee	3	0					
	Institute of Macro economics forecasting	1	0					
	Credit Unions Association of Uzbekistan		0					
	Microfinance Association of Uzbekistan		0					
	State Tax Committee	7	0					
	Ministry of Justice	2	0					
	Supreme Economic Court	2	1					
	State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship		0					
	Bar Association	3	1					
	Tashkent State Institute of Law		0					
Association of Court Receivers		0						
Legislative Chamber of the Parliament		0						
Ministry of Finance		0						
Ministry for Foreign Economic Relations, Investments and Trade	1	0						
Improvement of Economic Infrastructure	International University of Japan GS of International Management	6	State Committee for Property		0			
			State Committee for Architecture and Construction		0			
			Uzkommunhizmat Agency	2	0			
			"Uzbekenergo" State Joint Stock Company	10	1			
			"O'zbekiston Temir yo llari" State Railway Joint Stock	9	0			
			Automobile and River Transport Agency	1	0			
			"Uzavtosanoat"(car industry) Joint Stock Company	9	3			
			"O'zavtoyol"company		0			
			"O'zkimyosanoat"(Chemical industry) State Joint Stock Company	1	1			
			Ministry of Foreign Affairs	2	1			
University of World Economy and Diplomacy	2	0						
Ministry for Foreign Economic Relations, Investments and Trade	1	0						
International Relation	Waseda Univ GS of Asia Pacific studies	3	Ministry of Foreign Affairs	2	5	1	1	
			University of World Economy and Diplomacy	2	0			
		Total			84	84	15	15

:Managing Organization

Model Plan for Encouraging Research Activities by the Accepting University for Japanese Grand Aid for Human Resource Development Scholarship under the New System



## Japanese Grant Aid for Human Resource Development Scholarship (JDS) Project 2009-2012 in Uzbekistan

Sub-Program	Component	Managing Organization	Target Organization	Accepting University	Study Course	Expected Number of JDS Fellows				
						The 1st Batch	The 2nd Batch	The 3rd Batch	The 4th Batch	Total
1. Human Resource and Institutional Development for Economic Development	Improvement of Business Environment	Ministry for Foreign Economic Relations, Investments and Trade	Ministry for Foreign Economic Relations, Investments and Trade, State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship, Chamber of Commerce and Industry of Uzbekistan, Institute of Economics of the Academy of Sciences, Institute for Macroeconomics forecasting, State Committee for Property, Center for coordination and control of securities market under State Property Committee	Waseda Univ	GS of Commerce	4	4	4	4	16
	Management of Public Finance	Ministry of Finance	Ministry of Finance, Central Bank, National Bank for Foreign Economic Activities, Banking and Finance Academy, State Tax Committee, State Customs Committee, Institute for Macroeconomics forecasting	Ritsumeikan Univ	GS of Economics	3	3	3	3	12
	Improvement of Legal System	Ministry of Justice	Ministry of Justice, Supreme Economic Court, Tashkent State Institute of Law, Bar Association, Ministry of Finance, Ministry for Foreign Economic Relations, Investments and Trade, State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship	Nagoya Univ	GS of Law	2	2	2	2	8
2. Improvement of Economic Infrastructure		State Committee for Property	State Committee for Property, Uzkommunhizmat Agency, "Uzbekenergo" State Joint Stock Company, "O'zbekiston Temir yo'llari" State Railway Joint Stock Company, Automobile and River Transport Agency, "Uzavtosanoat"(car industry)Joint Stock Company, "O'zkiimyosanoat"(Chemical industry)State Joint Stock Company	International University of Japan	GS of International Management	5	4	4	4	17
3. International Relation		Ministry of Foreign Affairs	Ministry of Foreign Affairs, University of World Economy and Diplomacy, Ministry for Foreign Economic Relations, Investments and Trade	Waseda Univ	GS of Asia Pacific studies	1	2	2	2	7
Total						15	15	15	15	60

Analysis of Scale of the JDS Project for Uzbekistan

Sub-Program	Component	Accepting University		Target Organizations	Number of Potential Candidates (with qualified age and Bachelor)		Number of Possible Candidates for JDS during The 4 Batches								Selection of The 1st Batch						The Results of Consulting Meeting With The Possible Applicants for the 2nd Batch	Selection Result of the 1st Batch		Expected Number of JDS Fellows																							
		Name of University	Acceptable Number Proposed by University		Per Target Organization	Per Component	The 1st Batch		The 2nd Batch		The 3rd-4th Batch		Total		Number of Applicants		Number of Applicants Who Passed the Technical Interview		Number of Applicants Who Passed the Comprehensive Interview			Per University	Per Target Organization	The 1st Batch	The 2nd Batch	The 3rd Batch	The 4th Batch	Total																			
							Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component									Per Target Organization	Per Component																	
Human Resource and Institutional Development for Economic Development	Improvement of Business Environment	Waseda Univ GS of Commerce	4	Ministry for Foreign Economic Relations, Investments and Trade	60	700	2	15	1	11		29	3	55	2	15	2	6	1	4	4	3	1	3	4	3	1	4	1	16																	
				Ministry of Economy							0																																				
				State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship	430		3								3												3				3		1		1		4										
				Institute of Economics of the Academy of Sciences	65																						0																				
				Chamber of Commerce and Industry	30		3				3				10												16				3		1		1												
				Institute of Macro economics forecasting	15		5				5				10												20				5		1														
				State Committee for Property	30		1								4												5				1																
				Center for coordination and control of securities	70		1				2				5												8				1		1		1												
				Ministry of Agriculture and water																							0																				
				Ministry of Finance	90		4				4				8												16				4		1		1												
	Central Bank	104	4										4				3		1																												
	Uzbekistan Banking Association	2											0																																		
	National Bank for Foreign Economic Activities	2,720	4		2								6		4		1		1																												
	Banking and Finance Academy	8	1				18						1		1																																
	State Customs Committee	2,550	3										3		3																																
	Institute of Macro economics forecasting	12	1		5		10						16		1																																
	Credit Unions Association of Uzbekistan												0																																		
	Microfinance Association of Uzbekistan	4											0																																		
	State Tax Committee	4,510	7										7		7																																
	Ministry of Justice	150	2		2		3						7		2		1																														
	Supreme Economic Court	60	2		2		8						12		2		1		1																												
	State Committee of Republic of Uzbekistan on demonopolization, support of competition and entrepreneurship	390											0																																		
	Bar Association		3		4		22		33				29		3		1		3																												
	Tashkent State Institute of Law	350											0																																		
Association of Court Receivers												0																																			
Legislative Chamber of the Parliament												0																																			
Ministry of Finance	90											0																																			
Ministry for Foreign Economic Relations, Investments and Trade	60	1		2								3		1																																	
Improvement of Economic Infrastructure	International University of Japan GS of International Management	6	State Committee for Property	30	1,600	2	32	3	21	4	41	7	94	2	32		8		5		5		5		5		5		17																		
			State Committee for Architecture and Uzkomunhizmat Agency	30						4				8																																	
			"Uzbekenergo" State Joint Stock Company			10																		10				10			1		1														
			"O'zbekiston Temir yo Ilari" State Railway Joint Stock Company	1,500		9				8				16										33				9																			
			Automobile and River Transport Agency			1				3				10										14				1																			
			"Uzavtosanoat"(car industry)Joint Stck Company	7		9				2				4										15				9			5		3														
			"O'zavtoyol" company	30																				0																							
			"O'zkimyosanoat"(Chemical industry)State Joint Stock Company	3		1				3				3										7				1						1													
			Ministry of Foreign Affairs			2																		2				2			1		1														
			University of World Economy and Diplomacy	545		2																		2				2																			
Ministry for Foreign Economic Relations, Investments and Trade	55	1		2		0					3		1		5		1		1																												
International Relation	Waseda Univ GS of Asia Pacific studies	3																																													
計					14,000	14,000	84	84	55	55	121	121	260	260	84	84	23	23	15	15	18	15	15	15	15	15	15	15	60																		

:Managing Organization