

**Republic of Uzbekistan  
Ministry of Investments and Foreign Trade,  
Uzbekistan Japan Center**

**Project for Capacity Development of  
Business Persons and Networking  
through Uzbekistan-Japan Center for  
Human Resource Development  
in the Republic of Uzbekistan**

**Final Report**

**March 2019**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**PADECO Co., Ltd.**

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## **Abbreviations and Acronyms**

B2B	Business to Business
B2C	Business to Customer
BP	Business Plan
BWA	Business Women's Association
C/P	Counter Part
FAM	Familiarization Trip
HRM	Human Resource Management
ICT	Information and Communication Technology
IT	Information Technology
ISO	International Organization for Standardization
JCC	Joint Coordination Committee
JDS	The Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JMP	Junior Management Program
KPI	Key Performance Indicators
MFERIT	Ministry of Foreign Economic Relations, Investment and Trade
MM	Man-Month
MOU	Memorandum of Understanding
NPO	Non-Profit Organization
Off-JT	Off the Job Training
OJT	On Job Training
PDCA	Plan-Do-Check-Action
PDM	Project Design Matrix
PM	Project Management
PMP	Professional Management Program
PR	Public Relations
PREX	Pacific Resource Exchange Center
QC	Quality Control
R/D	Record of Discussion
SC	Specialized Course
SCM	Supply Chain Management
SDGs	Sustainable Development Goals

SME	Small Medium-size Enterprise
SNS	Social Networking Service
STEP	Politics-Economics-Society-Technics
STP	Segmentation-Target-Positioning
SWOT	Strength-Weakness-Opportunity-Thread
TOT	Training of Trainers
TQM	Total Quality Management
UJC	Uzbekistan-Japan Center
YSC	Young Specialized Course



## Executive Summary

### 1. Background

While the planned project implementation period is five years, spanning from December 2015 to November 2020, the current contracted project of the “Project for Capacity Development of Business Persons and Networking through Uzbekistan-Japan Center for Human Resource Development in the Republic of Uzbekistan” (hereinafter referred to as “the Entire Project”) will be conducted over a period of 39 months, beginning from January 2016 until March 2019 (hereinafter referred to as “the Project” and/or “the Work Activities”). The Consultants supporting the Project are required to identify and provide adaptable business courses to support the development of Small Medium-size Enterprises (SMEs) through needs assessment while considering industrial diversification and manufacturing sector development. Moreover, there is increasing demand for specialist Japanese knowledge and expertise in order to contribute to Uzbekistan’s industrial diversification and SME promotion (while effectively exploiting local resources). In order to make preparations for the Japanese firms to invest or trade with the Republic of Uzbekistan (hereinafter referred to as “Uzbekistan”), existing assets must be mobilized. This includes utilization of the strong network of previous Uzbekistan-Japan Center (UJC) business course graduates and providing an information exchange related to human resources between Japanese and Uzbekistan firms.

The outline of the Entire Project based on the Project Design Matrix (PDM) is shown in Table S-1.

**Table S-1: The Outline of the Entire Project**

Item	Content
Project Name	Project for Capacity Development of Businesspersons and Networking through Uzbekistan-Japan Center for Human Resources Development
Duration	December 2015 to November 2020 (5 years) (Contract period: January 2016 to March 2019)
Target Areas	<ul style="list-style-type: none"> <li>• Tashkent (UJC location), Bukhara (UJC local branch office location), and other main cities (host cities of regional seminars)</li> </ul>
Executing Agencies in Uzbekistan	<ul style="list-style-type: none"> <li>• Ministry of Investment and Foreign Trade of the Republic of Uzbekistan (Former of MFERIT)</li> <li>• Uzbekistan-Japan Center (UJC)</li> </ul>
Overall Goal	UJC contributes to the promotion of SMEs and diversification of industry in Uzbekistan as well as strengthening of relations between Uzbekistan and Japan especially in business.
Project Purpose	An institutional system is established at UJC to develop the capacity of business persons to contribute to SME promotion and also to strengthen relations between Uzbekistan and Japan.
Outputs	<ul style="list-style-type: none"> <li>• Output 1: Practical business courses are regularly provided by UJC, including topics on Japanese management, quality control and production control.</li> <li>• Output 2: UJC programs are sustainably operated utilizing local resources and networks.</li> <li>• Output 3: A management system will be established at UJC as a base for enhancement of business human resources networking and information sharing between Uzbekistan and Japan.</li> </ul>

## 2. Results and Achievements of the Work Activities

The results of the number of implemented business courses and participants are shown in Table S-2. Special notes related to the UJC business course are summarized below.

- The Professional Management Program (PMP) course was carried out six times in total: from PMP 26 to PMP 31. The PMP course had a rate of demand about five times the available number of places. The total number of applicants averaged about 300 per intake. In a satisfaction survey comprised of PMP participants, the average satisfaction rate was 4.52 / 5.00. Feedback suggests that the UJC business course implemented high quality business courses and demonstrated exceptional management skills
- The total number of the Specialized Course (SC) (for owners and managers) increased yearly. 72 courses in total were conducted. In 2017, the number of courses implemented increased by 150% and further increased by 133% in 2018 in comparison to the previous year. The average satisfaction rate of participants in SC was 4.78 / 5.00 which reflects the participants' high evaluation of courses and management skills. Subjects were chosen in accordance with the needs of Japanese and local lecturers.
- As a new course, training course for companies (a fee-based consultation) was implemented for 59 companies (contract based).
- In order to improve the efficiency of the UJC Business Course Operation Management Department (as defined in section of 2.3), the Consultants supported organizational development, human resource development, and PR, especially regarding UJC business course department activities.
- Regarding the activity of business personnel exchange, the training in Japan was implemented five times and the business exchange seminars in Tashkent and Tokyo were also conducted.

**Table S-2: Results related to Business Courses**

Course		Number of business courses				Participants			
		2016	2017	2018	Total	2016	2017	2018	Total
PMP Course (Professional Management Program)	Plan	2	2	2	6	120	120	136	376
	Actual	2	2	2	6	120	128	136	384
Specialized Course (SC) (Owners and managers)	Plan	10	23	27	60	200	460	540	1,200
	Actual	16	24	32	72	305	377	604	1,286
Specialized Course (YSC) (young employees)	Plan	10	3	3	16	200	60	60	320
	Actual	10	3	2	15	153	38	27	218
Training course for companies (Consultation)	Plan	5	11	12	28	-	-	-	-
	Actual	6	14	20	40	-	-	-	-
Regional seminars (local short-term course)	Plan	8	10	10	28	80	100	100	280
	Actual	6	5	9	20	124	129	169	422
Training courses for women owners and entrepreneurs	Plan	2	2	2	6	20	20	20	60
	Actual	2	2	2	6	23	26	19	68

Course		Number of business courses				Participants			
		2016	2017	2018	Total	2016	2017	2018	Total
Training course in Japan (Business owners advanced course)	Plan	1	1	1	3	10	10	10	30
	Actual	1	1	0	2	12	9	-	21
Training courses in Japan (Business owners specific field training)	Plan	1	1	1	3	10	10	10	30
	Actual	1	1	1	3	9	10	11	30
Interactive open seminars	Plan	10	14	14	38	100	140	140	380
	Actual	17	10	7	34	392	219	170	781
Business seminars	Plan	-	24	24	48	-	480	480	960
	Actual	20	26	12	58	635	1,030	392	2,057
Open business forum	Plan	1	1	1	3	100	100	100	300
	Actual	1	1	1	3	160	153	110	423

### 3. The Implementation Status of Challenges, Problem Solving, Lessons Learned, and Recommendations

#### (1) Challenges and Problem Solving

- Revitalization of the efforts of other organizations**  
Following the inauguration of the new administration in 2017 in Uzbekistan, new challenges related to business arose, and were subsequently addressed. The revitalization of the private sector and the growing need for operational reform of government agencies is necessary. Accordingly, it is fair to assume the need or demand for business reform within PMP graduates' companies. The UJC business courses address such needs through appropriate courses and private partnerships.
- The problem solving process toward expanding courses**  
As one of the UJC business course's new devices, new courses and subjects were established. The courses were created to meet demand and enhance competitiveness. These devices also served to support the financial conditions of the UJC business course.
- Contribution to financial conditions at UJC**  
The expansion of the financial base is an issue at the UJC. To assist in overcoming this issue, reasonable tuition fees were proposed and the number of SC was expanded greatly to increase incomes. In addition, regional seminars held in Bukhara commenced charging fees for services rendered.
- Improving the effectiveness of the trainings in Japan courses**  
Issues concerning the training in Japan course were mainly concerned with visualizing outcomes. An example of such issues included the difficulty of improving the performance of participants' companies after the training and the business cooperation with Japanese companies. In order to solve such issues, Japanese Consultants advised and consulted participant's regarding their action plans (during the training); implemented individual follow-up support processes, and conducted follow-up surveys (after training).

## **(2) Lessons Learned**

- **Business course design**

In terms of assigning Consultants within the business course, several Consultants were assigned the roles: “New Business Development” and “Strategic Management.” Agreement with the UJC Business Course Operation Management Group (as defined in the section of 2.3) was important in this process. The group ensured balanced arrangements were made, as well as making arrangements for the overall UJC business course plan in order to provide financial security.

- **Implementation and management of the UJC business course**

The implementation of the needs survey provided a tool to identify the needs and details about human resource development (business field, type of occupations, and positions) in each business sector. These results were evaluated to improve the operation of the UJC business course. An operation and management system was also created for staff members at the UJC Business Course Operation Management Department.

- **Promotion of business exchanges with Japanese companies**

Business Exchange Seminars in Tashkent and Tokyo were implemented in 2018. The possibility of UJC activities was expanded in order to develop a business exchange platform and generate business opportunities between Uzbekistan and Japan.

- **Organizational development**

Systemization of human resource development is necessary as a step toward organizational development. The Consultants assisted with the evaluation system, recruitment methodology, and target management method for the UJC Human Resource Management (HRM). In addition, as part of the evaluation system of the existing system it was determined necessary to renew the work responsibilities of staff members and re-task individuals to match their strengths and abilities. For the future development of the UJC, a series of management policies such as a vision, a mission, and a core value statement must be developed to assist in reconfiguring the UJC. The creation of these guidelines will serve as an opportunity to analyze the current working environment and streamline future UJC assignments.

## **(3) Recommendations**

- **Changes in business conditions and the environment**

Demand for new business courses and subjects according to participant’s needs has grown expected due to changes in the Uzbekistan’s governmental structure. Regarding business exchanging opportunities, implementation of business exchange seminars and the business tours organized by the Japanese travel company were necessitated.

- **Prospects for achieving PDM indicators and proposals for implementation**

The “Project Purposes” as defined in the PDM are expected to be fully achieved by November 2020. Preparation for achieving the “Overall Goal” in the PDM and the results of the business matching are also expected to be met within this timeframe. In regard to the achievement of PDM indicators, it will be necessary to rearrange the UJC business courses (such as revising the business course plan, clarification of fiscal discipline, improving awareness about HRM of the UJC Business Course Operation Management staff members).

## **Chapter 1 Overview of the Entire Project**

### **1.1 Background**

Since its independence in 1991, Uzbekistan has sustained a gradual approach to market economy, and has continued to conduct stable economic management strategies. In order to achieve sustainable economic growth, current governmental policy aims to shift the country's economic structure, which is currently dominated by resource-based structure featuring mineral resources and cotton production, toward a new economic structure through the diversification and advancement of industry. Therefore, the issue of provisioning human resource development for SME owners and entrepreneurs, who are the driving force for industrial advancement and diversification, remains an urgent priority.

In December 2000, a JICA technical transferring project titled: "Uzbekistan-Japan Center Project" was launched with the aim of promoting mutual understanding and to strengthen ties between Uzbekistan and Japan. In doing so, the Entire Project also set out to contribute to the overall development of a market-oriented economy. The Entire Project's broad-reaching contribution to business human resource development can be measured in terms of the number of participants in the business courses (training courses and seminars) which totaled 10,194 by the end of 2014. Moreover, the number of PMP graduates, the core program of the business course, totaled 1,374 as at the end of 2014. In the current project iteration, it is expected that the UJC will increase its contribution to human resource development in order to resolve some prominent issues related to Uzbekistan, SME promotion, and industrial diversification. Under these circumstances, the Entire Project cooperation period has been established from December 2015 to November 2020.

### **1.2 Purpose of the Project**

Consultants supporting the Project are required to identify and provide adaptable business courses to support the development of SME through needs assessment while considering industrial diversification and manufacturing sector development. Moreover, there is increasing demand for specialist Japanese knowledge and expertise in order to contribute to Uzbekistan's industrial diversification and SME promotion (while effectively exploiting local resources). In preparation for the opportunity (Japanese firms come to Uzbekistan) in the future, it is necessary to mobilize existing assets. This includes utilization of the strong network of previous UJC business course graduates and providing an information exchange related to human resources between Japanese and Uzbekistan firms. The Project targets have been established in order to achieve these outcomes.

The Project consists primarily of operation and management of the business course conducted at UJC in line with the aforementioned purpose. In addition to identifying the following potential targets for participation, it is also expected that the Project will strengthen the capacity of the UJC business course operation and management department.

Potential targets:

- (a) Participants in current UJC business courses (top and middle-level business owners and managers, entrepreneurs, etc.)
- (b) Graduates from the UJC business courses
- (c) Local lecturers in the UJC business courses
- (d) UJC business courses operation management department staff members (those employed by the UJC)

### 1.3 Scope of the Project

Table 1-1 shows the outline of the Entire Project based on the Project Design Matrix (PDM).

**Table 1-1: The Outline of the Entire Project**

Item	Content
Project Name	Project for Capacity Development of Businesspersons and Networking through Uzbekistan-Japan Center for Human Resources Development
Duration	December 2015 to November 2020 (5 years) (Contract period: January 2016 to March 2019)
Target Areas	<ul style="list-style-type: none"> <li>Tashkent (UJC location), Bukhara (UJC local branch office location), and other main cities (host cities of regional seminars)</li> </ul>
Executing Agencies in Uzbekistan	<ul style="list-style-type: none"> <li>Ministry of Investment and Foreign Trade of the Republic of Uzbekistan (Former of MFERIT)</li> <li>Uzbekistan-Japan Center (UJC)</li> </ul>
Overall Goal	UJC contributes to the promotion of SMEs and diversification of industry in Uzbekistan as well as strengthening of relations between Uzbekistan and Japan especially in business.
Project Purpose	An institutional system is established at UJC to develop the capacity of business persons to contribute to SME promotion and also to strengthen relations between Uzbekistan and Japan.
Outputs	<ul style="list-style-type: none"> <li>Output 1: Practical business courses are regularly provided by UJC, including topics on Japanese management, quality control and production control.</li> <li>Output 2: UJC programs are sustainably operated utilizing local resources and networks.</li> <li>Output 3: A management system will be established at UJC as a base for enhancement of business human resources networking and information sharing between Uzbekistan and Japan.</li> </ul>

Overall Goal, Project Purpose, Outputs, and Indicators of the Entire Project based on PDM are shown in Table 1-2.

**Table 1-2: Overall Goal, Project Purpose, Outputs, and Indicators of the Entire Project**

<b>&lt;Overall Goal&gt;</b>	<b>&lt;Indicator&gt;</b>
UJC contributes to promotion of SMEs and diversification of industry in Uzbekistan as well as to strengthening of relations between Uzbekistan and Japan especially in business.	<ol style="list-style-type: none"> <li>Number of SMEs which benefit from the business services of UJC is increased from xx to xx.</li> <li>Number of SMEs operated by UJC graduates that have business relations with Japanese companies is increased from xx to xx.</li> </ol>
<b>&lt;Project Purpose&gt;</b>	<b>&lt;Indicator&gt;</b>
Institutional system is established at UJC to develop capacity of business persons to contribute to SME promotion and also to strengthen relations between Uzbekistan and Japan.	<ol style="list-style-type: none"> <li>Number of UJC graduates/participants who expand their business or their career is increased from xx to xx.</li> <li>The information on business and human resources disseminated by UJC is utilized by target people.</li> </ol>
<b>&lt;Outputs&gt;</b>	<b>&lt;Indicator&gt;</b>
Output 1: Practical business courses are regularly provided by UJC, including topics on Japanese management, quality control and production control.	<ol style="list-style-type: none"> <li>1-1 Number of PMP graduates/business course participants reaches xx by the end of the Entire Project.</li> <li>1-2 The average rate of satisfaction level of PMP graduates/business course participants reaches xx.</li> </ol>

<p>Output 2:                  UJC programs are sustainably operated utilizing local resources and network.</p>	<p>2-1 Annual business course plan of UJC is regularly revised based on the formulated annual operation plan.                  2-2 Balance of revenue and expenditure is continuously checked and analyzed by UJC staff.                  2-3 The share of income brought by UJC activities in the UJC budget becomes xx%.</p>
<p>Output 3:                  Management system is established at UJC as a base for enhancement of business human resources networking and information sharing between Uzbekistan and Japan.</p>	<p>3-1 Number of activities for business human resources networking and information sharing expansion reaches xx.                  3-2 The average evaluation of participants of activities for business human resources networking and information sharing reaches xx.</p>

(\* Indicators are extracted from the PDM described in R/D.)

Note: Figures which appear in the table above are indeterminable quantities, they are currently under review and at this time are represented by the placeholder ‘XX’.

Consultancy work is predominantly related to the activities pertaining to Output 1 and Output 3, as outlined in the description above. As for Output 2, although Consultants plan to respond mainly to long-term experts (the UJC Joint Japanese Director), information will be provided in relation to strengthening the organizational structure of the UJC and business human resource development courses offered by the UJC. Furthermore, the Consultants will cooperate to ensure the smooth implementation of activities undertaken as part of the UJC business course.

### 1.3.1 Duration of the Entire Project

The planned Entire Project implementation period is five years, spanning from December 2015 to November 2020. The implementation period is divided into two phases, and the current contracted project (Phase 1 of the Project) (named “the Project” below) will be conducted over a period of 39 months, beginning in January 2016 and scheduled for completion in March 2019.

### 1.3.2 Project Sites

The target areas of the Project include the city of Tashkent (where the UJC office is located), Bukhara city (where a local UJC branch office is located), and other cities (where regional seminars have been implemented).

### 1.3.3 Project Implementing Organizations

The Uzbekistan agencies tasked with implementation include the Ministry of Investment and Foreign Trade of the Republic of Uzbekistan (formerly MFERIT) and the UJC. The UJC is an NPO corporation co-founded by the Ministry of Investment and Foreign Trade of the Republic of Uzbekistan and operated jointly by Japan and Uzbekistan. The Japanese support agents include the Joint Japanese Director (an individual operating as a long-term expert, tasked by JICA) and the Project Coordinator (an individual operating as a long-term expert, tasked by JICA). The Uzbekistan agents are tasked by the Ministry of Investment and Foreign Trade of the Republic of Uzbekistan. They include: the Joint Uzbek Codirector (who was retired on January 25, 2018), and the chief accountant who is concurrently serving as the codirector.

## 1.4 PDM

PDM Ver. 0 at the outset of the Project included an undecided index (index XX). While a value for the undecided indicator (index XX) was proposed by the Joint Coordination Committee (JCC) based on results from the baseline survey, this figure has been under revision as a PDM indicator setting because the target period of PDM isn’t due for completion until November 2020. In this report, outputs and achievements are evaluated and reported during the implementation period based on the proposed provisional indicator which appears in version 1 of the PDM (Ver. 1).

**Table 1-3: The Revised Version 1 PDM (Ver. 1) (Provisional)**

<Overall Goal>	<Indicator (provisional) >
UJC contributes to promotion of SMEs and diversification of industry in Uzbekistan as well as to strengthening of relations between Uzbekistan and Japan especially in business.	1. Number of SMEs which benefit from the business services of UJC is increased from 0 to 100. 2. Number of SMEs operated by UJC graduates that have business relations with Japanese companies is increased from 0 to 42.
<Project Purpose>	<Indicator (provisional) >
Institutional system is established at UJC to develop capacity of business persons to contribute to SME promotion and also to strengthen relations between Uzbekistan and Japan.	1. Number of UJC graduates/participants who expand their business or their career is increased from 0 to 200. 2. The information on business and human resources disseminated by UJC is utilized by target people.
<Outputs>	<Indicator (provisional) >
Output 1: Practical business courses are regularly provided by UJC, including topics on Japanese management, quality control and production control.	1-1 Number of PMP graduates/business course participants reaches 1,500 per year by the end of the Entire Project. 1-2 The average rate of satisfaction level of PMP graduates/business course participants reaches 4.50 / 5.00.
Output 2: UJC programs are sustainably operated utilizing local resources and network.	2-1 Annual business course plan of UJC is regularly revised based on the formulated annual operation plan. 2-2 Balance of revenue and expenditure is continuously checked and analyzed by UJC staff. 2-3 The share of income brought by UJC activities in the UJC budget becomes 50%.
Output 3: Management system is established at UJC as a base for enhancement of business human resources networking and information sharing between Uzbekistan and Japan.	3-1 Number of activities for business human resources networking and information sharing expansion reaches 100. 3-2 The average evaluation of participants of activities for business human resources networking and information sharing reaches 80%.

(\* Indicators are extracted from PDM described in R/D.)

Note: Indicator values which appear in the table above are intended as a guideline; these proposed values are not currently approved by JCC.

## 1.5 The Workflow Flowchart

The workflow is illustrated in the figure below.



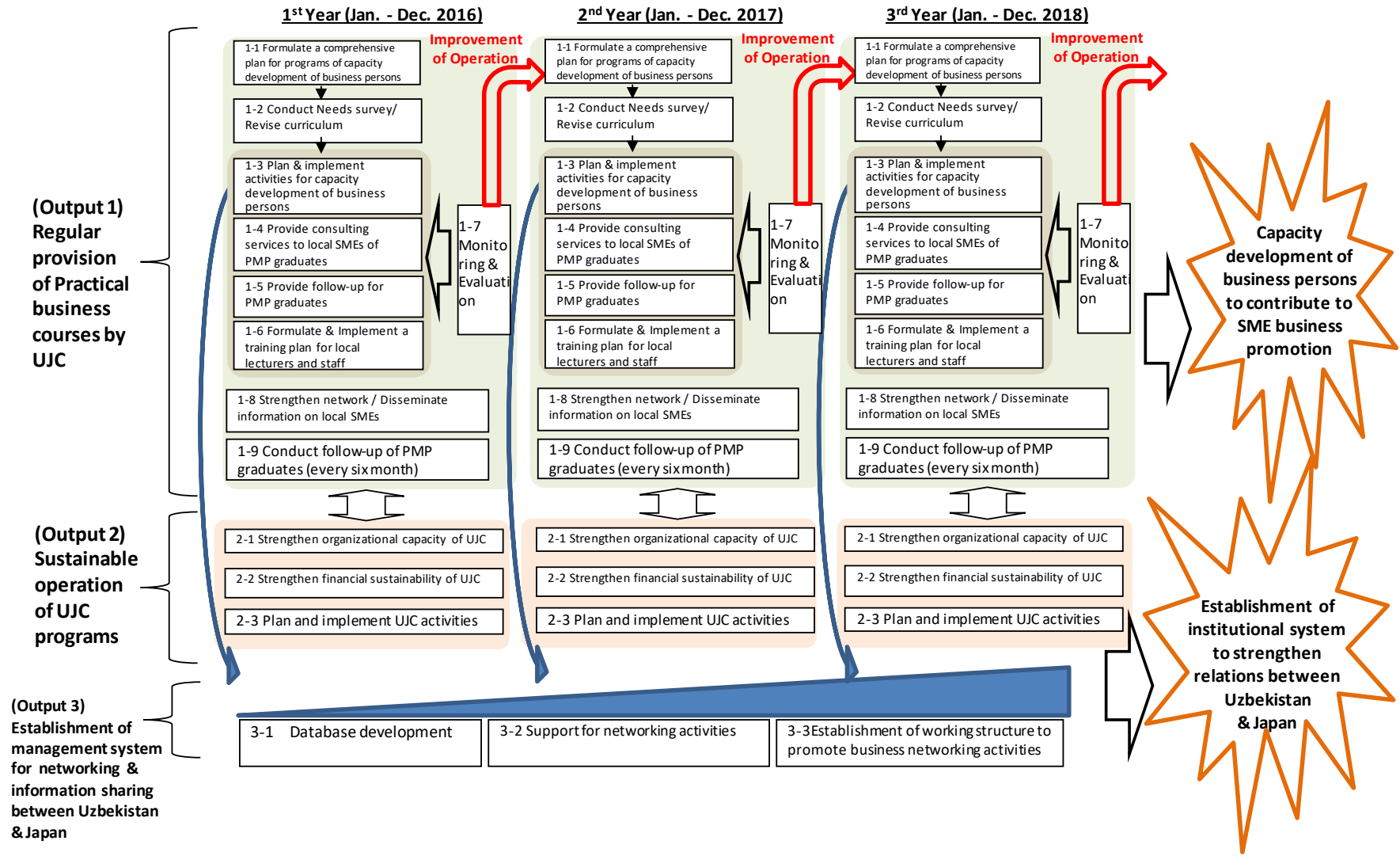


Figure 1-1: The Workflow Flowchart

## Chapter 2 Input of the Project

### 2.1 Consultant Assignments

The roles which have been assigned to the Consultants in both Uzbekistan and Japan are summarized in Table 2-1 below.

**Table 2-1: Consultant Assignment Results**

No.	Name	Role	MM	Overview of Work
<b>Uzbekistan</b>				
1	Ryoichi Ozawa	Team Leader / Business Course Implementation and Management	6.13MM	Management of the project and operation management of the entire business course
2	Shinobu Fujita	Marketing	9.20MM	Business course lecturer: Marketing and Consultation
3	Shigeru Teramura	Human Resource Management 1	0.30MM	Business course lecturer: Human Resource Management
4	Kiyomi Eguma	Human Resource Management 2	2.00MM	Business course lecturer: Human Resource Management and Consultation
5	Mitsuo Tamada	Production Management	4.80MM	Business course lecturer: Production Management and Consultation
6	Nahoko Yano	Women's Managers and Entrepreneurs Training	2.83MM	Business course lecturer: Women's Managers and Entrepreneurs Training, Strategic Management, and Consultation
7	Tetsuo Fukuyama	Strategic Management 1	0.53MM	Business course lecturer: Strategic Management
8	Shoko Usui	Strategic Management 2	0.53MM	Business course lecturer: Strategic Management (Tourism)
9	Tsuyoshi Hirose	New Business Development	0.30MM	Business course lecturer: New Business Development (Design Thinking)
10	Nozomi Saito	Business Human Resources Networking and Information Sharing / Human Resource Development	5.30MM	Promotion of Business Human Resources Networking and Information Sharing and Planning and capacity development of staff in UJC business course operation management department
11	Nozomi Saito	Training in Japan Operational Management	0.10MM	Operational management of the 'Training in Japan' program
Total			32.03MM	
<b>Japan</b>				
1	Ryoichi Ozawa	Team Leader / Business Course Implementation and Management	0.30MM	As above
2	Shinobu Fujita	Marketing	1.10MM	As above
3	Shigeru Teramura	Human Resource Management 1	0.15MM	As above
4	Kiyomi Eguma	Human Resource Management 2	0.20MM	As above
5	Mitsuo Tamada	Production Management	0.15MM	As above
6	Nahoko Yano	Women's Managers and Entrepreneurs Training	0.20MM	As above
7	Tetsuo Fukuyama	Strategic Management 1	0.15MM	As above
8	Tsuyoshi Hirose	New Business Development	0.15MM	As above
9	Nozomi Saito	Business Human Resources Networking and Information Sharing / Human Resource Development	1.05MM	As above
10	Nozomi Saito	Training in Japan Operational Management	1.40MM	As above
Total			4.85MM	

## **2.2 Assignment Allocation Overview Chart**

A chart indicating the allotment of Consultant's assignments is provided in Figure 2-1 below.



## 2.3 Staff Members of UJC Business Course Operation Management Department

Figure 2-2 shows the organizational structure of the UJC Business Course Operation Management Group and the names and positions of contributing staff members to the UJC Business Course Operation Management Department. The responsibility of the UJC Business Course Operation Management Group is to manage the operation UJC business course and Japanese Consultants who supported it. Staff members of the UJC Business Course Operation Management Department are local staff who belong to the UJC business course. Moreover, Table 2-2 provides details about staff at the UJC Business Course Operation Management Department who cooperated in activities as part of the UJC business course.

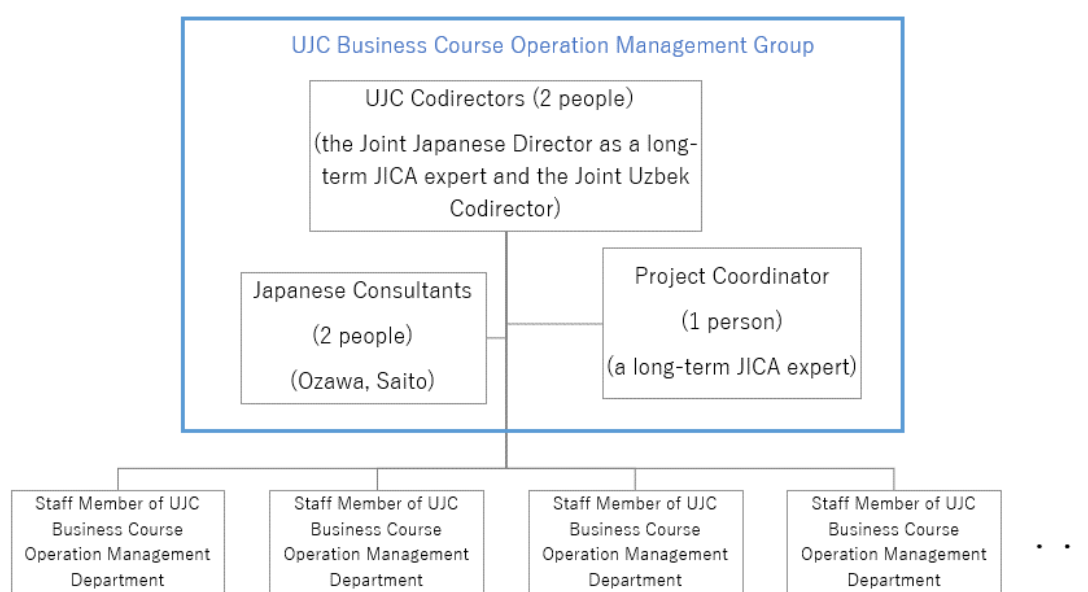


Figure 2-2: UJC Business Course Organizational Structure

Table 2-2: Staff Members of UJC Business Course Operation Management Department

No.	Name	Main Tasks in Charge	Work Location	Remarks
1	Mr. Damir Muzafarov	PMP, SC, Open business forum	Tashkent	8 years of service (December 2010 to current)
2	Mr. Shukhrat Kaldibaev	PMP, SC, Training course for companies (Consultation)	Tashkent	5 years and 10 months of service (March 2013 to current)
3	Ms. Natalya Usharova	SC, Training courses for women owners and entrepreneurs, Training in Japan courses	Tashkent	9 years and 9 months of service (August 2007 to current)
4	Mr. Abdulahad Kuchkarov	SC, Training course for companies (Consultation), Regional seminar	Tashkent	Termination of contract (April 2013 to April 2017: 4 years 1 month)
5	Mr. Gayrat Khaydarov	YSC, Regional seminar	Tashkent	Termination of contract (March 2016 to December 2018: 2 years 10 months)

No.	Name	Main Tasks in Charge	Work Location	Remarks
6	Mr. Nodirbek Abdurakhmonov	Interactive Open Seminar, Business seminar	Tashkent	1 year and 6 months of service (July 2017 to current)
7	Mr. Shakhrukh Makhmudov	Regional seminar, Business seminar	Bukhara	3 years and 5 months of service (August 2015 to current)

## 2.4 Project Expenditure

Table 2-3 shows actual expenditure referred to as ‘general operation expenses’ as part of work conducted in Uzbekistan.

**Table 2-3: The Actual Expenditure in Uzbekistan in Our Work**

Unit: JPY	
Expenditure Item	Total
Personnel Expenses 1 (Administrator salary)	0
Personnel Expenses 2 (Remuneration for local consultants and lecturers)	2,836,800
Vehicle-related (including driver salary, excluding project car purchase)	327,933
Venue rental	0
Facility and equipment maintenance	26,302
Consumables	214,904
Travel and transport fees	146,268
Communication	305,292
Material Development (including translation costs)	945,356
Utilities	0
Miscellaneous (including catering for local training)	55,093

Note: Estimated amount of remuneration as of February 2019.

## Chapter 3 Achievements of Work Activities

### 3.1 Achievements of the Entire Project Objectives and Outputs

As the PDM coverage period is scheduled for completion in December 2020, the PDM indicator value remains under deliberation. Therefore, in this report, comments about progress on the achievement status of work completed up to December 2018 is shown in Table 3-1 derived from the value of the provisional indicator stipulated in revised version 1 PDM (Ver. 1).

As part of the Project Objectives work undertaken in the Project period produced a set of provisional indicators. Comparison of these indicators reveals that the number of UJC graduates or participants who expanded their business or careers was 204 people. This figure is based on the results of follow-up surveys conducted biannually. In addition, the total number of targets for the dissemination of information related to business and human resources by the UJC was 5,351 people. Work conducted as part of the Project expanded the target layers by harnessing Social Networking Service (SNS) and conventional information services by e-mail. Additional achievements include the implementation of training courses in Japan and Business Exchange Seminars (Tashkent and Tokyo). These courses were able to provide information about the business environment in Uzbekistan and Japan. As a result of these efforts, the UJC was able to achieve some targets regarding the contributions to human resource development and establishing a system to strengthen the relationship between Uzbekistan and Japan.

Project work undertaken in the contract period partially achieved goals related to the contribution of SME industrial diversification in Uzbekistan. Furthermore, the Project established a system to strengthen the relationship between Uzbekistan and Japan. This was achieved through BDS services for PMP graduates and providing opportunities to conduct business with Japanese firms through the UJC.

**Table 3-1: Achievements of Project Objectives and Outputs (December 2018)**

<Overall Goal>	<Indicator (provisional) >	Achievement From January 2016 to December 2018
UJC contributes to promotion of SMEs and diversification of industry in Uzbekistan as well as to strengthening of relations between Uzbekistan and Japan especially in business.	1. Number of SMEs which benefit from the business services of UJC is increased from 0 to 100.	<u>Target partially achieved (59% achieved)</u> 1. Number of SMEs which benefit from the business services of UJC is increased from 0 to 59.
	2. Number of SMEs operated by UJC graduates that have business relations with Japanese companies is increased from 0 to 42.	<u>Target partially achieved (17% achieved)</u> 2. Number of SMEs operated by UJC graduates that have business relations with Japanese companies is increased from 0 to 7.
<b>&lt;Project Purpose&gt;</b>	<b>&lt;Indicator (provisional) &gt;</b>	
Institutional system is established at UJC to develop capacity of business persons to contribute to SME promotion and also to strengthen relations between Uzbekistan and Japan.	1. Number of UJC graduates/participants who expand their business or their career is increased from 0 to 200.	<u>Outperforming target</u> 1. Number of UJC graduates/participants who expand their business or their career is increased from 0 to 204.
	2. The information on business and human resources disseminated by UJC is utilized by target people.	<u>Outperforming target</u> 2. The information on business and human resources disseminated by UJC is utilized by 5,351 target people.

<Outputs>	<Indicator (provisional) >	
Output 1: Practical business courses are regularly provided by UJC, including topics on Japanese management, quality control and production control.	1-1 Number of PMP graduates/business course participants reaches 1,500 per year by the end of the Entire Project.	<u>Outperforming target</u> 1-1 The number of PMP graduates/business course participants reached 6,727 in total from January 2016 to December 2018 (the average participants per year was approximately 2,000).
	1-2 The average rate of satisfaction level of PMP graduates/business course participants reaches 4.50 out of 5.00.	<u>Outperforming target</u> 1-2 The average rate of satisfaction level of PMP graduates/business course participants reaches 4.65 out of 5.00.
Output 2: UJC programs are sustainably operated utilizing local resources and network.	2-1 Annual operation plan of UJC is regularly revised based on the formulated annual operation plan.	<u>Outperforming target</u> 2-1 Annual business course plan of UJC was regularly revised based on the formulated annual operation plan.
	2-2 Balance of revenue and expenditure is continuously checked and analyzed by UJC staff.	<u>Outperforming target</u> 2-2 Balance of revenue and expenditure was continuously checked and analyzed by UJC staff.
	2-3 The share of income brought by UJC activities in the UJC budget becomes 50%.	<u>Target partially achieved (89% achieved)</u> 2-3 Although the share of income brought by UJC activities in the UJC budget rose to 44.34% (FY 2016 results), it fell to 29.8% (FY 2017 results) due to exchange rate fluctuation.
Output 3: Management system is established at UJC as a base for enhancement of business human resources networking and information sharing between Uzbekistan and Japan.	3-1 Number of activities for business human resources networking and information sharing expansion reaches 100.	<u>Target partially achieved (92% achieved)</u> 3-1 Number of activities for business human resources networking and information sharing expansion reaches 92.  • Seminars related to business were implemented approximately 20 times per year. • Supported A-Club (PMP graduates alumni).
	3-2 The average evaluation of participants of activities for business human resources networking and information sharing reaches 80%.	<u>Outperforming target</u> 3-2 The average evaluation of participants of activities for business human resources networking and information sharing reaches 89%.

(\* Indicators are extracted from PDM described in R/D.)

Note: Indicator values which appear in the table above are intended as a guideline; these proposed values are not currently approved by JCC.



### 3.2 List of Work Achievements

Results and outcomes during the Work Activity period of project work are summarized in Table 3-2. In addition, the list of outcomes for each year is shown in Table 3-3.

**Table 3-2: Activity Results**

<b>Output 1: Practical business courses are regularly provided by UJC, including topics on Japanese management, quality control and production control (business course implementation).</b>	
1-1 Formulate a comprehensive plan for programs of capacity development of business persons.	<ul style="list-style-type: none"> <li>● Formulated, consulted, implemented, and improved the business course inception plan in 2016, 2017, and 2018.</li> </ul>
1-2 Conduct survey on SME situations and needs for capacity development of business persons (business field, type of profession, position, etc.). Revise the curriculum of capacity development of business persons based on the results of the survey.	<ul style="list-style-type: none"> <li>● Conducted a needs survey and revised the business course curriculum in accordance with survey results.</li> <li>● Intermittently revised the business course curriculum based on sector surveys and needs surveys as necessary.</li> </ul>
1-3 Plan and implement activities for capacity development of business persons (PMP, short course, regional seminar, open seminar, business seminar).	<ul style="list-style-type: none"> <li>● Planned, implemented, reviewed and improved business human resources development projects (PMP, SC, other seminars, etc.) in 2016, 2017, and 2018.</li> </ul>
1-4 Provide support for local SMEs of PMP graduates through consulting services.	<ul style="list-style-type: none"> <li>● Conducted consultations in the four fields (marketing, production management, human resources management, strategic management) with firms of PMP graduates.</li> </ul>
1-5 Provide follow-up for PMP graduates through open business forum and alumni event.	<ul style="list-style-type: none"> <li>● Supported the planning of the Open Business Forum held annually as a follow-up to PMP graduates (implemented by UJC).</li> <li>● Supported activities regarding the hosting of A-Club (a study group of PMP graduates).</li> <li>● Conducted follow-up of participants (PMP graduates) in the training courses in Japan.</li> <li>● Created three kinds of databases:               <ol style="list-style-type: none"> <li>1) A searchable database in Russian of PMP graduates and participants in SC. This database made it possible to search Industry-based database by keyword and provide information for Japanese firms.</li> <li>2) A Personal details database in Russian containing information about PMP graduates and participants in SC. The primary use of this database is to assist in updating database information gained through the follow-up survey.</li> <li>3) A human resources exchange database in Japanese which is used for receiving and sending business information.</li> </ol> </li> </ul>

<p>1-6 Formulate a training plan for local lecturers and staff members involved in capacity development of business persons and implement the plan. Revise the training plan through monitoring of training progress.</p>	<ul style="list-style-type: none"> <li>● Worked to strengthen the “Training of Trainers” (TOT) course as a source of local lecturer training. In doing so, improvements were made based on course participant’s evaluations; also, created a list of local lecturers.</li> <li>● Supported the UJC Business Course Operation Management Department staff members in accordance with the organizational development plan.; supported staff to develop their individual business task sheets and targets in 2016, 2017, and 2018 in January; reviewed individual’s progresses and provided feedback to them in June. Subsequently evaluated their individual work performance in December; conducted individual interviews in parallel in January, June, and December.</li> <li>● Made a human resources development plan; implemented training including OJT and Off-JT to staff members working as part of the UJC business course and monitored and evaluated them as necessary.</li> <li>● Conducted Off-JT training as a human resources development session in July 2018 with staff members in UJC business course. This was conducted in order to grasp and solve problems with their tasks and assisted in the development of an overarching mission statement and vision for the UJC Business Course Operation Management Department.</li> </ul>
<p>1-7 Conduct monitoring and evaluation of capacity development of business persons. Improve activities for capacity development of business persons constantly, based on the results of monitoring and evaluation.</p>	<ul style="list-style-type: none"> <li>● Checked the quality of each business course from the reports and evaluated results provided by staff members in the UJC Business Course Operation Management Department; subsequently provided guidance for improvement.</li> <li>● Conducted follow-up sessions with participants in the training in Japan courses conducted from 2016 to 2018 and capitalized on the results to improve future training in Japan courses.</li> </ul>
<p>1-8 Strengthen network with governmental agencies and organizations related to SME promotion, business organizations, private companies, and PMP graduates/ex-trainees in Japan to improve and expand activities for capacity development of business persons. Disseminate information on local SMEs and human resources actively.</p>	<ul style="list-style-type: none"> <li>● Supported activities to conclude a Memorandum of Understanding (MOU) for excavation and strengthening activities of partner organizations.</li> <li>● Created the booklet entitled: “50 Success Storied”. The publication introduces 50 of the best practice firms directed by PMP graduates; created short videos (including YouTube) as public relations (PR) materials.</li> <li>● Proactively implemented business exchange seminars in Tashkent and Tokyo to facilitate the exchange of business information across the two countries.</li> <li>● Introduced the UJC to governmental organizations and banks in Uzbekistan.</li> <li>● Conducted business seminars lead by UJC business course Japanese lecturers for people in the tourism industry; in the process, cooperated with the National Tourism Development Committee.</li> </ul>
<p>1-9 Conduct follow-up of PMP graduates every six months to examine the effects of activities for capacity development of business persons.</p>	<ul style="list-style-type: none"> <li>● Implemented subject follow-up surveys to PMP graduates once every six months in June and December.</li> <li>● Created the booklet entitled: “50 Success Stories” in both Russian and Japanese languages and produced videos including YouTube shorts to showcase PMP graduates’ firms.</li> <li>● Conducted follow-up with participants in the ‘Training in Japan’ conducted from 2016 to 2018 and utilized their results to improve future Training in Japan courses.</li> </ul>

<b>Output 2: UJC programs are sustainably operated utilizing local resources and network (the management structure of the business course and system establishment).</b>	
2-1 Formulate and implement a comprehensive plan to strengthen the organizational capacity of UJC.	<ul style="list-style-type: none"> <li>● Built a remotely managed database system (an Excel document in both English and Russian) to manage the details of all business courses to the cloud and implemented the operation improvements.</li> <li>● Provided guidance to two new assistant staff members in the UJC Business Course Operation Management Department; reviewed and taught tasks to staff members in the UJC Business Course Operation Management Department.</li> <li>● Explained and discussed the inception reports.</li> </ul>
2-2 Formulate and implement comprehensive plan to strengthen the financial sustainability of UJC.	<ul style="list-style-type: none"> <li>● Considered measures to increase income (including increasing business course tuition fees) in 2016, 2017, and 2018; reviewed tuition fees and developed a proposal on the income table across all business courses.</li> <li>● Improved payments for lecturers in YSC.</li> <li>● Proposed regional seminars with fees.</li> </ul>
2-3 Plan and implement UJC activities based on the above comprehensive plan.	<ul style="list-style-type: none"> <li>● Monitored, improved, and guided business courses as necessary.</li> <li>● Created a business course plan every year and implemented the business course.</li> <li>● Discussed the contents of inception reports.</li> </ul>
<b>Output 3: Management system is established at UJC as a base for enhancement of business human resources networking and information sharing between Uzbekistan and Japan (enhancement of business human resources networking and information sharing).</b>	
3-1 Develop database of PMP graduates/business course participants.	<ul style="list-style-type: none"> <li>● Created three kinds of databases. <ol style="list-style-type: none"> <li>1) A searchable database in Russian of PMP graduates and participants in SC to enable searches of existing industry-based databases by keyword and provide information to Japanese firms.</li> <li>2) A personal database in Russian of PMP graduates and participants in SC. This database is useful for updating information gathered through the follow-up survey.</li> <li>3) A human resources exchange database in Japanese which is used for receiving and sending business information.</li> </ol> </li> </ul>
3-2 Provide support for networking activities of PMP graduates.	<ul style="list-style-type: none"> <li>● Monitored and interviewed network activities such as those conducted by PMP graduates and staff members in the UJC Business Course Operation Management Department.</li> <li>● Supported networking and follow-up activities through the A-Club.</li> <li>● Assigned roles to staff members in the UJC Business Course Operation Management Department to check and update information related to PMP graduates.</li> <li>● Held open business seminars and provided support for networking opportunities to PMP graduates.</li> </ul>
3-3 Establish a working structure to promote business networking activities between Uzbekistan and Japan (providing information for economic organizations and companies, promotion of human resources networking).	<ul style="list-style-type: none"> <li>● Created a human resources exchange database in Japanese.</li> <li>● Implemented the Training in Japan course a total of five times.</li> <li>● Implemented business exchange seminars in both Tashkent and Tokyo as forum for business exchange information activities.</li> <li>● Provided information regarding business exchanges between Uzbekistan and Japan utilizing Facebook and other SNS.</li> <li>● Supervised the contents of business exchange activities with Uzbekistan undertaken in Japan.</li> </ul>

<b>Output 4: Project Management and Administration</b>	
4-1 Write, submit, and explain various reports	<ul style="list-style-type: none"> <li>● Created materials for regular meetings every month with the JICA Uzbekistan Office.</li> <li>● Created a business course plan in 2016, 2017, and 2018 for the UJC.</li> <li>● Created and submitted deliverables to JICA Headquarters.</li> </ul>
4-2 Consulting and reporting of meetings and with local counterpart (C/P)	<ul style="list-style-type: none"> <li>● Discussed and reported progress related to UJC business courses with stakeholders including relevant ministries.</li> <li>● Conducted interviews with E-Government, People's Bank, Business Women's Association (BWA), Uzbek Invest, Uzbek Enelgo.</li> <li>● Held a business seminar for the National Tourism Development Committee and supported inter-university collaboration between Wakayama University and Bukhara National University in the field of tourism.</li> </ul>
4-3 Support various evaluation	<ul style="list-style-type: none"> <li>● Supported individual staff members at the UJC Business Course Operation Management Department to draw up business task sheets in January and June and to write evaluations in December.</li> </ul>

**Table 3-3: List of Deliverables**

<b>Name of Deliverables</b>	<b>Submission</b>	<b>Language and Number of Copies</b>
<b>Reports</b>		
Work Plan	January 2016	Japanese (4 copies)
Inception Report (Work Plan)	February 2016	Japanese (4 copies)
	January 2017	English (3 copies)
	January 2018	
Needs Survey Report	September 2016	English (3 copies) Russian (3 copies)
Next Annual Course Implementation Plan	September 2016	Japanese (4 copies)
	September 2017	English (3 copies)
Progress Report	September 2016	
	January 2017	Japanese (4 copies)
	August 2017	English (3 copies)
	February 2018	CD-ROM (3 copies)
	September 2018	
Final Report	March 2019	Japanese (4 copies) English (3 copies) CD-ROM (3 copies)

## Chapter 4 Results and Achievements of Work Activities

### 4.1 Business Course Framework

The framework of work conducted for the UJC business course was outlined in the inception reports submitted in January every year, and the proposed Work Activities were carried out accordingly. The outcomes and results of each business course from January 2016 to December 2018 are summarized in the table below.

**Table 4-1: The Framework of Business Courses**

Course	Purpose	Target	Outcomes and Results
PMP Course (Professional Management Program)	For course participants to acquire practical knowledge regarding business management and the local economy, and to learn how to prepare a business plan.	1) Business owners and managers of SMEs; 2) Future entrepreneurs.	Implemented: PMP26 (A-1: 30 graduates, A-2: 30 graduates) PMP27 (A-1: 28 graduates, A-2: 28 graduates) PMP28 (A-1: 31 graduates, A-2: 30 graduates) PMP29 (A-1: 31 graduates, A-2: 31 graduates) PMP30 (A-1: 34 graduates, A-2: 33 graduates) Total PMP graduates: 371
Specialized Course (SC) (Owners and managers)	To support PMP graduates and participants of advanced courses in overcoming common concerns and issues encountered in running their businesses. Specialized courses offered to attract PMP graduates.	1) Business owners and managers of SMEs; 2) Future entrepreneurs.	Implemented: 16 courses in 2016 24 courses in 2017 32 courses in 2018 Total participants: 1,286
Specialized Course (YSC) (young employees)	This specialized course is a pre-requisite course for PMP to acquire a basic knowledge of business management. To acquire basic knowledge to successfully participate in PMP courses.	1) University graduates and expected graduates of business management major 2) PMP Course Applicants 3) Entrepreneurs.	Implemented: 10 courses in 2016 3 courses in 2017 2 courses in 2018 Total participants: 218  From 2017, the new one-month short intensive course “Success Career Program (comprised of 8 lectures and a final exam) was conducted four times in total Total participants: 50
Training course for companies (Consultation)	As a follow-up for graduates of business courses, this training course supports the growth of the field of enterprise.	Companies run by PMP graduates.	Consultations were undertaken with 23 companies by the Japanese marketing lecturer and 4 companies by the Japanese production management lecturer. Business advisements (the previous stage of consultation) were undertaken with 4 companies by the Japanese HRM lecturer, and 3 companies by the Japanese strategic management lecturer.

Course	Purpose	Target	Outcomes and Results
Regional seminars (local short-term course)	The regional seminars were conducted to rectify the urban-rural disparities. The seminars will take up subjects relevant to the local needs. They also built capacity for the corporate management of local cities and promoted local entrepreneurship.	Business owners and managers of regional cities (SMEs), Entrepreneurs, etc.	Implemented: 6 courses in 5 regions in 2016 5 courses in 3 regions in 2017 6 courses in 3 regions in 2018 Total participants: 422  From 2018, a new “Advanced Business Management” paid course (2 weeks) was made available in Bukhara. The course was offered twice. Total participants: 25
Training courses for women owners and entrepreneurs	These training courses were designed to train women entrepreneurs in product development and human resource management, paying special attention to needs identified from a woman's point of view.	Female managers and entrepreneurs.	Implemented: 2 courses in 2016 2 courses in 2017 2 courses in 2018 Total participants: 68
Training course in Japan (Business owners advanced course)	The purpose of training courses in Japan was to confirm what participants learned in PMP courses when they visited Japan. Also, to learn about the business strategies of Japanese medium-sized business organizations	PMP graduates PMP Advanced Course graduates / Participants in Seminars.	Implemented: 1 time in 2016 1 time in 2017 Total participants: 20 PMP graduates and 3 UJC staff
Training courses in Japan (Business owners specific field training)	The purpose of these training courses was to deepen the participant's knowledge of the Japanese business model and to improve the quality of products and in doing so, to achieve product differentiation for business expansion into Uzbekistan's market.	PMP graduates	Implemented: 1 time in 2016 1 time in 2017 1 time in 2018 Total participants: 27 PMP graduates and 3 UJC staff
Interactive open seminars	Seminars to disseminate business knowledge to students and job seekers	Students and job seekers	Implemented: 17 courses in 2016 10 courses in 2017 7 courses in 2018 Total participants: 781
Business seminars	Business seminars were designed to introduce the latest business topics and knowledge	Business course graduates (PMP and Specialized Course)	Implemented: 20 courses in 2016 26 courses in 2017 12 courses in 2018 Total participants: 2,057
Open business forum	Business promotion seminar between Japan and Uzbekistan	PMP graduates	Implemented on: November 21, 2016 September 28, 2017 September 25, 2018 Total participants: 423

## 4.2 Achievements of the Entire Business Course

As part of work conducted, a total of 5,690 people participated across the UJC business courses or seminars available to the entire business course. Table 4-2 shows the total number of business courses and the number of participants who attended.

**Table 4-2: Results Related to Business Courses**

Course		Number of business courses				Participants			
		2016	2017	2018	Total	2016	2017	2018	Total
PMP Course (Professional Management Program)	Plan	2	2	2	6	120	120	136	376
	Actual	2	2	2	6	120	128	136	384
Specialized Course (SC) (Owners and managers)	Plan	10	23	27	60	200	460	540	1,200
	Actual	16	24	32	72	305	377	604	1,286
Specialized Course (YSC) (young employees)	Plan	10	3	3	16	200	60	60	320
	Actual	10	3	2	15	153	38	27	218
Training course for companies (Consultation)	Plan	5	11	12	28	-	-	-	-
	Actual	6	14	20	40	-	-	-	-
Regional seminars (local short-term course)	Plan	8	10	10	28	80	100	100	280
	Actual	6	5	9	20	124	129	169	422
Training courses for women owners and entrepreneurs	Plan	2	2	2	6	20	20	20	60
	Actual	2	2	2	6	23	26	19	68
Training course in Japan (Business owners advanced course)	Plan	1	1	1	3	10	10	10	30
	Actual	1	1	0	2	12	9	-	21
Training courses in Japan (Business owners specific field training)	Plan	1	1	1	3	10	10	10	30
	Actual	1	1	1	3	9	10	11	30
Interactive open seminars	Plan	10	14	14	38	100	140	140	380
	Actual	17	10	7	34	392	219	170	781
Business seminars	Plan	-	24	24	48	-	480	480	960
	Actual	20	26	12	58	635	1,030	392	2,057
Open business forum	Plan	1	1	1	3	100	100	100	300
	Actual	1	1	1	3	160	153	110	423

### **4.3 Details of Each Business Course**

Details of each business course program conducted are summarized as follows.

#### **4.3.1 PMP**

The PMP course was carried out six times in total: from PMP 26 to PMP 31. The implementation period and the number of participants are indicated in Table 4-3 below.

The PMP course had a rate of demand about five times the available number of places. The total number of applicants averaged about 300. The course was evaluated positively by many participants. In a satisfaction survey comprised of PMP participants, the average satisfaction rate was 4.52 / 5.00. Feedback suggests that the UJC business course implemented high quality courses and demonstrated exceptional management skills

The Consultants reviewed and changed the selection procedure of applicants because of the high demand for this course. An issue arose relating to the transparency of the selection criteria. Therefore, the UJC Business Course Operation Management Department standardized and made the selection process easy to understand for potential applicants. In addition, the UJC Business Course Operation Management Department introduced an online system for the recruitment process, this in turn reduced labor requirements during the interview process. Since there were restrictions on the total number of possible participants, applicants had difficulty entering the PMP course. Subsequently, the UJC increased the number of participants in one class from 32 to 34 to offer more opportunities for participants.

For each iteration of the PMP course, Consultants periodically reviewed the subjects and lecturers required by participants and modified them accordingly. Specifically, the subject of "Corporate Regulations" was abolished and the subject of "Project Management" was introduced in its place. In addition, new subjects such as "Business Idea Generation" were added to the curriculum. The subject of "Business Plan Preparation" prepared participants for the final presentation of the PMP course. However, the subject required participants to prepare more concrete and realistic business plans. In order to solve these issues, Japanese Consultants acted as advisors and supported and improved participants' business plans during PMP 27.

Approximately 80% of subjects were administered by local lecturers. The quality of local lecturers and their subjects and contents were reviewed and improved by the UJC Business Course Operation Management Group based on participant's evaluations and reports from the UJC Business Course Operation Management Department staff members. Some local lecturers responsible for subjects such as Business Plan, Marketing Research, and Project Management courses were replaced based on evaluations from participants and feedback from the UJC Business Course Operation Management Department staff members. These actions were undertaken in order to improve PMP courses. Subsequently, UJC Business Course Operation Management Department staff members (2 people) have taken charge of lectures in some instances.

As a means of following-up on PMP graduates, the UJC Business Course conducted online surveys once every six months. However, these surveys received low response rates. Moreover, feedback suggested that it was difficult to collect detailed requests about the kind of support expected by the UJC from PMP graduates. The UJC Business Course Operation Management Department used the 'Mailchimp' mailing system to disseminate information provided by consultations with Japanese Consultants, to participants who attended the training in Japan courses. In addition, individual follow-ups were undertaken through a consultation process.



**Table 4-3: Results of PMP Courses**

No.	Duration	Applicants	Rate of demand for course	A-1 Participants	A-2 Participants	Total Participants	Satisfaction Rate (Average/5.00)
PMP26	January to June 2016	291	4.5	32	32	64	4.56
PMP27	July to December 2016	287	5.1	28	28	56	4.58
PMP28	January to June 2017	323	5.0	32	32	64	4.41
PMP29	July to December 2017	283	4.4	32	32	64	4.54
PMP30	January to June 2018	375	5.5	34	34	68	4.38
PMP31	July to December 2018	323	4.8	34	34	68	4.66

The curriculum of each PMP course is shown in the tables below (subjects by Japanese Consultants are indicated by highlighting).

**Table 4-4: PMP 26 Curriculum**

Week	Subjects	Trainer	Days	From	Until
W1	Orientation	UJC	2 days	11-Jan.	12-Jan.
	Team Building	Diyas Mutalov	2 days	13-Jan.	14-Jan.
W2	Presentation and Communication Skills	Diyas Mutalov	4 days	18-Jan.	21-Jan.
W3	Business Law	Ruslan Udras	5 days	25-Jan.	28-Jan.
W4	Commercial Texts/ Copywriting	Damir Mukhamedov	4 days	1-Feb.	4-Feb.
W5	Business Management	Durbek Mukhamedov	5 days	8-Feb.	12-Feb.
W6	Business Management (Customer Relations Management)	Durbek Mukhamedov	5 days	15-Feb.	19-Feb.
W7	Customer Relations Management	Diyas Mutalov	4 days	22-Feb.	25-Feb.
W8	Project Management	Dmitriy Kuchkarov	4 days	29-Feb.	3-Mar.
W8	Master Class - Japan Trip	Shukhrat Kaldibaev and PMP-24,25 winners	1 day	4-Mar.	4-Mar.
W9	Marketing Research	Elena Kiselyova/ Sofia Narinyan	4 days	5, 9, 10, 11-Mar. (due to national holidays)	
	Business Pan (BP) Consultation	Elena Kiselyova/ Sofia Narinyan	1 day	12-Mar.	12-Mar.
W10	Interim (5 subjects)	UJC	1 day	14-Mar.	14-Mar.
W10	Break			15-Mar.	18-Mar. - 21-Mar. (Navruz holiday)
W11	Marketing	Shinobu Fujita	5 days	22-Mar.	26-Mar.
W12	Marketing	Shinobu Fujita	5 days	28-Mar.	1-Apr.
W13	Production Management	Mitsuo Tamada	4 days	4-Apr.	7-Apr.
W13	Master Class - Effective Negotiations and Communications	Zafar Khashimov, CEO of Korzinka.uz	1 day	8-Apr.	8-Apr.

Week	Subjects	Trainer	Days	From	Until
W14	HRM	Gulnora Urmanova	4 days	11-Apr.	14-Apr.
W15	Accounting (Basic)	Larisa Skachkova	5 days	18-Apr.	22-Apr.
W16	Business Economics	Yuliy Yusupov	5 days	25-Apr.	29-Apr.
W17	Business Economics	Yuliy Yusupov	5 days	2-May	6-May
W17	Master Class - Sales Management	Kseniya Konovalova	1 day	7-May	7-May
W18	Business Mathematics	Marina Suchilina	4 days	10-May	13-May
W18	IT Management	Ulugbek Umirbekov	1 day	14-May	14-May
W19	Accounting Managerial	Larisa Skachkova	5 days	16-May	20-May
W20	Accounting Managerial	Larisa Skachkova	5 days	23-May	27-May
W21	Final Exam (5 subjects)	UJC	1 day	30-May	30-May
W21	BP Development	Elena Kiselyova/ Sofia Narinyan	5 days	31-May	3-Jun.
W22	BP Development	Elena Kiselyova/ Sofia Narinyan	5 days	6-Jun.	10-Jun.
W23	BP Development	Elena Kiselyova/ Sofia Narinyan	5 days	13-Jun.	17-Jun.
W24	BP Development	Elena Kiselyova/ Sofia Narinyan	5 days	20-Jun.	24-Jun.
W25	BP Final Presentation	Elena Kiselyova/ Sofia Narinyan	2 days	27-Jun.	28-Jun.
W26	Graduation Ceremony	UJC	1 day	15-Jul.	15-Jul.

**Table 4-5: PMP 27 Curriculum**

Week	Subjects	Trainer	Days	From	Until
W1	Orientation	UJC	2 days	11 July	12 July
	Teambuilding	Diyas Mutalov	2 days	13 July	14 July
W2	Business Management	Durbek Mukhamedov	5 days	18 July	22 July
W3	Business Management	Durbek Mukhamedov	5 days	25 July	29 July
W4	Business Law	Ruslan Udras	5 days	1 August	5 August
W5	Marketing research	Elena Kiselyova / Sofia Narinyan	5 days	8 August	12 August
W6	Economics	Yuliy Yusupov	5 days	15 August	19 August
W7	Economics	Yuliy Yusupov	5 days	22 August	26 August
W8	Writing for Business and Commerce	Damir Mukhamedov	5 days	29 August	2 September
W9	Marketing	Shinobu Fujita	5 days	5 September	9 September
W9	Business plan (BP) consultation	Elena Kiselyova/ Sofia Narinyan	1 day	10 September	
W10	Marketing	Shinobu Fujita	5 days	12 September	16 September
W11	Exam -1 (5 subjects) • Business Management • Economics • Business law • Marketing research • Marketing	UJC	1 day	19 September	
W12	Human Resource Management	Gulnora Urmanova	4 days	20 September	23 September
W13	Presentation skills	Diyas Mutalov	4 days	26 September	30 September
W14	Production management	Mitsuo Tamada	5 days	3 October	7 October
W15	Basics of accounting	Larisa Skachkova	5 days	10 October	14 October
W16	Customer Relationship Management	Diyas Mutalov	5 days	17 October	21 October
W17	Project Management	Dmitriy Kuchkarov	5 days	24 October	28 October
W18	Business Mathematics and Statistics	Marina Suchilina	5 days	31 October	4 November
W19	Finance and Accounting	Larisa Skachkova	5 days	7 November	11 November

Week	Subjects	Trainer	Days	From	Until
W20	Finance and Accounting	Larisa Skachkova	5 days	14 November	18 November
W21	HRM	Shigeru Teramura	4 days	21 November	25 November
W22	Exam - 2 (5 subjects) <ul style="list-style-type: none"> <li>• Human resource management</li> <li>• Production management</li> <li>• Finance and Accounting</li> <li>• Project Management</li> <li>• Customer Relationship Management</li> </ul>	UJC	1 days	28 November	
W23	BP Development	Elena Kiselyova/ Sofia Narinyan	4 days	29 November	2 December
W24	BP Development	Elena Kiselyova/ Sofia Narinyan	5 days	5 December	9 December
W25	BP Development	Elena Kiselyova/ Sofia Narinyan	5 days	12 December	16 December
W26	BP Development	Elena Kiselyova/ Sofia Narinyan (Advisor: Nahoko Yano)	5 days	19 December	23 December
W27	BP Final Presentation	Elena Kiselyova/ Sofia Narinyan	2 days	26 December	27 December
W28	Graduation Ceremony	UJC	1 day	13 January	13 January

**Table 4-6: PMP 28 Curriculum**

Week	Subject	Trainer	Days	Dates	Dates
W1	Orientation	UJC	2 days	9 January	11 January
	Team building	Diyas Mutalov	2 days	12 January	13 January
W2	Presentation and communication skills	Diyas Mutalov	5 days	16 January	20 January
W3	Business Management	Durbek Mukhamedov	5 days	23 January	27 January
W4	Business Management	Durbek Mukhamedov	5 days	30 January	3 February
W5	Business Law	Ruslan Udras	5 days	6 February	10 February
W6	Business Idea Generation	Marina Vanina	5 days	13 February	17 February
W7	Marketing Research	Yuliya Bakhmach	5 days	20 February	24 February
W8	Business Economics	Yuliy Yusupov	5 days	27 February	3 March
W9	Business Economics	Yuliy Yusupov	5 days	6 March	10 March
W9	Marketing Research Consultation	Yuliya Bakhmach	1 day	11 March	
W10	Accounting (basic)	Larisa Skachkova	5 days	13 March	17 March
W11	Interim (5 subjects)	UJC	1 day	22 March	
W12	Business writing skills	Damir Mukhamedov	2 days	23 March	24 March
W13	Marketing	Shinobu Fujita	5 days	27 March	31 March
W14	Marketing	Shinobu Fujita	5 days	3 April	7 April
W15	Production Management	Mitsuo Tamada	5 days	10 April	14 April
W16	HRM	Kimiyo Eguma	5 days	17 April	21 April
W17	Marketing Research Consultation	Yuliya Bakhmach	1 day	22 April	22 April
W18	Project Management	Dmitriy Kuchkarov	5 days	24 April	28 April
W19	Customer Relations Management	Diyas Mutalov	5 days	1 May	5 May
W20	Business Mathematics	Marina Suchilina	4 days	6 May	12 May
W21	Managerial and financial accounting	Larisa Skachkova	5 days	15 May	19 May
W22	Managerial and financial accounting	Larisa Skachkova	5 days	22 May	26 May
W23	Final Exam (5 subjects)	Marina Vanina	1 day	29 May	
W24	BP Development	Marina Vanina	4 days	30 May	2 June
W25	BP Development	Marina Vanina	5 days	5 June	9 June
W26	BP Development	Marina Vanina	5 days	12 June	16 June

Week	Subject	Trainer	Days	Dates	Dates
W27	BP Development	Marina Vanina	5 days	19 June	23 June
W28	BP Final Presentation	Marina Vanina	2 days	28 June	29 June
W29	Graduation Ceremony	UJC	1 day	21 July	21 July

**Table 4-7: PMP 29 Curriculum**

Week	Subjects	Trainer	Days	From	Until
W1	Orientation	UJC	2 days	10-Jul.	11-Jul.
	Team Building	Shukhrat Kaldibaev	1 day	10-Jul.	10-Jul.
W2	Business Management	Durbek Mukhamedov	5 days	17-Jul.	21-Jul.
W3	Business Management	Durbek Mukhamedov	5 days	24-Jul.	28-Jul.
W4	Business Economics	Yuliy Yusupov	5 days	31-Jul.	4-Aug.
W5	Business Economics	Yuliy Yusupov	5 days	7-Aug.	11-Aug.
W6	Networking	Artur Pak	5 days	14-Aug.	18-Aug.
	Business Idea Generation	Marina Vanina	4 days	21-Aug.	24-Aug.
W7	Marketing Research	Yuliya Bakhmach	5 days	28-Aug.	31-Aug.
W8	Project Management	Durbek Mukhamedov	5 days	4-Sep.	8-Sep.
W9	Management of client thinking	Diyas Mutalov	5 days	11-Sep.	15-Sep.
W10	Accounting (basic)	Larisa Skachkova	5 days	18-Sep.	22-Sep.
W11	Interim Examination	UJC	1 day	25-Sep.	25-Sep.
W12	Business law	Ruslan Udras	4 days	26-Sep.	29-Sep.
W13	Marketing	Shinobu Fujita	5 days	2-Oct.	6-Oct.
W14	Marketing	Shinobu Fujita	5 days	9-Oct.	13-Oct.
W15	Production Management	Mitsuo Tamada	5 days	16-Oct.	20-Oct.
W16	HRM	Kiyomi Eguma	5 days	23-Oct.	27-Oct.
W17	Accounting (basic)	Larisa Skachkova	5 days	30-Oct.	3-Nov.
W18	Accounting (basic)	Larisa Skachkova	5 days	6-Nov.	10-Nov.
W19	Business Mathematics	Marina Suchilina	5 days	25-Sep.	29-Sep.
W20	Presentation skills	Diyas Mutalov	5 days	20-Nov.	24-Nov.
	Final Exam (5 subjects)	UJC	1 day	27-Nov.	27-Nov.
W21	BP Development	Marina Vanina	5 days	28-Nov.	1-Dec.
W22	BP Development	Marina Vanina	5 days	4-Dec.	8-Dec.
W23	BP Development	Marina Vanina	5 days	11-Dec.	15-Dec.
W24	BP Development	Marina Vanina (Advisor: Nahoko Yano)	5 days	18-Dec.	22-Dec.
W25	BP Final Presentation	Marina Vanina	2 days	25-Dec.	26-Dec.
W26	Graduation Ceremony	UJC	1 day	12-Jan./2018	12-Jan./2018

**Table 4-8: PMP 30 Curriculum**

Week	Subjects	Trainer	Days	From	Until
W1	Orientation	Damir Muzafarov	1 day	January 8	January 8
	Team Building	Shukhrat Kaldibaev	3 days	January 9	January 11
W2	Customer Relations Management	Diyas Mutalov	5 days	January 15	January 19
W3	Business Economics -1	Yuliy Yusupov	5 days	January 22	January 26
W4	Business Economics -2	Yuliy Yusupov	5 days	January 29	February 2
W5	Business Management	Durbek Mukhamedov	5 days	February 5	February 9
W6	Business Management	Durbek Mukhamedov	5 days	February 12	February 16

Week	Subjects	Trainer	Days	From	Until
W7	Project Management	Durbek Mukhamedov	5 days	February 19	February 23
W8	Business idea generation/introduction to Business plan	Marina Vanina	5 days	February 26	March 2
W9	Marketing research	Yuliya Bakhmach	5 days	March 5	March 9
W10	Business Mathematics	Mrina Suchilina	5 days	March 12	March 16
W10	Business writing	Damir Muzafarov	1 day	March 17	March 17
W11	Exam-1 (5 subjects) <ul style="list-style-type: none"> <li>• Customer Relations Management</li> <li>• Business Economics</li> <li>• Business Management</li> <li>• Project Management</li> <li>• Marketing research</li> </ul>	Damir Muzafarov/ Shukhrat Kaldibaev	1 day	March 23	March 23
W11	Business writing	Damir Muzafarov	1 day	March 24	March 24
W12	Marketing	Shinobu Fujita	5 days	March 26	March 30
W13	Marketing	Shinobu Fujita	5 days	April 2	April 6
W14	Presentation and communication	Diyas Mutalov	5 days	April 9	April 13
W15	Basics of accounting	Larisa Skachkova	5 days	April 16	April 20
W16	Production management	Mitsuo Tamada	5 days	April 23	April 27
W17	Business Law	Boburbek Usmonov	5 days	April 30	May 4
W18	Financial and managerial accounting	Larisa Skachkova	5 days	May 7	May 11
W19	Financial and managerial accounting	Larisa Skachkova	5 days	May 14	May 18
W20	HRM	Kiyomi Eguma	5 days	May 21	May 25
W21	Exam-2 (5 subjects) <ul style="list-style-type: none"> <li>• Mathematics and statistics</li> <li>• Marketing</li> <li>• Production management</li> <li>• Business Law</li> <li>• Financial and managerial accounting</li> </ul>	UJC	1 day	May 28	May 28
W21	BP Development	Marina Vanina	4 days	May 29	June 1
W22	BP Development	Marina Vanina	5 days	June 4	June 8
W23	BP Development	Marina Vanina	5 days	June 11	June 15
W24	BP Development	Marina Vanina	5 days	June 18	June 22
W25	BP Final Presentation	Marina Vanina (Advisor: Nahoko Yano)	5 days	June 26	June 27
W26	Graduation Ceremony	UJC	1 day	July 20	July 20

**Table 4-9: PMP 31 Curriculum**

Week	Subjects	Trainer	Days	From	Until
W1	Orientation	Damir Muzafarov	1 day	July 9	July 9
	Team Building	Shukhrat Kaldibaev	3 days	July 10	July 12
W2	Business Management	Durbek Mukhamedov	5 days	July 16	July 20
W3	Business Management	Durbek Mukhamedov	5 days	July 23	July 27
W4	Project Management	Durbek Mukhamedov	5 days	July 30	August 3
W5	Business Idea Generation	Marina Vanina	5 days	August 6	August 10
W6	Business Economics -1	Yuliy Yusupov	6 days	August 13	August 18
W7	Business Economics -2	Yuliy Yusupov	4 days	August 20, 21	August 25,26
W8	Business writing	Damir Muzafarov	4 days	August 27	August 30
W9	Customer Relations Management	Diyas Mutalov	5 days	September 5	September 8,10

Week	Subjects	Trainer	Days	From	Until
W10	Accounting (basic)	Larisa Skachkova	5 days	September 11	September 15
W11	Production Management	Mitsuo Tamada	5 days	September 17	September 21
W12	Exam-1 (5 subjects) <ul style="list-style-type: none"> <li>• Business Economics</li> <li>• Business Management</li> <li>• Project Management</li> <li>• Customer Relations Management</li> <li>• Production Management</li> </ul>	Damir Muzafarov/ Shukhrat Kaldibaev	1 day	September 24	September 24
W13	NRM	Kiyomi EGUMA	5 days	September 25	September 29
W14	Marketing	Fujita Shinobu	5 days	October 2	October 6
W15	Marketing	Fujita Shinobu	5 days	October 8	October 12
W16	Marketing Research	Nellya Sayfumullukova	5 days	October 15	October 19
W17	Business plan (BP) consultation	Marina Vanina	1 day	October 21	October 21
W18	Presentation Skill	Diyas Mutalov	5 days	October 22	October 26
W19	Development and introduction of Business Process (A-1)	Irina Shakirova	5 days	October 29	November 2
W19	Mathematics and Statistics for Managers (A-2)	Marina Suchilna	5 days	October 29	November 2
W20	Development and Introduction of Business Process (A-2)	Irina Shakrova	5 days	November 5	November 9
W20	Mathematics and Statistics for Managers (A-1)	Marina Suchilna	5 days	November 5	November 9
W21	Financial and managerial accounting	Larisa Skachkova	5 days	November 12	November 16
W22	Financial and managerial accounting	Larisa Skachkova	5 days	November 19	November 23
W23	Exam-2 (5 subjects) <ul style="list-style-type: none"> <li>• Development and Introduction of Business Process</li> <li>• Marketing</li> <li>• Mathematics and Statistics for Managers</li> <li>• Financial and Managerial Accounting</li> <li>• Marketing research</li> </ul>	Damir Muzafarov/ Shukhrat Kaldibaev	1 day	November 26	November 26
W24	BP Development	Marina Vanina	4 days	November 27	November 30
W25	BP Development	Marina Vanina	5 days	December 3	December 7
W26	BP Development	Marina Vanina	5 days	December 10	December 14
W27	BP Development	Marina Vanina	5 days	December 17	December 21
W28	BP Final Presentation	Marina Vanina	2 day	December 24	December 25
W29	Graduation Ceremony	UJC	1 day	January 25	January 25

#### 4.3.2 Specialized Course (SC)

The contents of the Specialized Course (SC) (for owners and managers) was reviewed annually and new themes were added as necessary. The total number of courses increased yearly. In total, over the span of 3 years, 16 courses provided by Japanese lecturers and 56 courses provided by local lecturers (72 courses in total) were conducted. In 2017, the number of courses implemented increased by 150% and further increased in 2018 by 133% in comparison to the previous year.

Business Management Development subjects (marketing, production management, HRM, strategic management) were offered in accordance with the needs of Japanese and local lecturers. In addition, some courses were implemented in Uzbek for the benefit of young participants (especially those who expressed difficulty understanding Russian) to expand the range of potential participants. In the courses conducted by local lecturers, the UJC Business Course

Operation Management Group along with Japanese Consultants, considered and improved SCs according to recommendations and suggestions. These suggestions were sourced from local lecturers and staff members at the UJC Business Course Operation Management Department. In courses conducted by Japanese lecturers, subjects were limited to advanced courses for PMP graduates and provided opportunity to learn about more advanced contents. In the field of Management Strategy, a Japanese technical transfer of an innovative management was conducted by a Japanese lecturer in a new subject named "Design Thinking".

The average satisfaction rate of participants in SC was 4.78 out of 5.00 which reflects the participants' estimation of the high quality of courses and management skills demonstrated therein.

A database was created in order to facilitate follow-up with participants in SC and to introduce other subjects offered by the SC and upcoming UJC activities.

Details of each SC are shown in the tables below (subjects by Japanese Consultants are highlighted).

**Table 4-10: SC Curriculum in 2016**

No.	Name	Lecturer	Dates	Duration	Participants
1	Motivational Management	Irina Shakirova	2016/1/18-1/22	5 days	20
2	Managerial Skills for Business Leaders	Irina Shakirova	2016/2/15-2/19	5 days	19
3	Problem Solving for Executives	Durbek Mukhamedov	2016/2/22-2/26	5 days	19
4	Business Communication Skills	Irina Shakirova	2016/3/14-3/18	5 days	19
5	Successful Marketing Plan	Shinobu Fujita	2016/4/4-4/8	5 days	20
6	Analytical Thinking	Durbek Mukhamedov	2016/4/11-4/15	5 days	19
7	Marketing for Pharmaceutical Companies	Nellya Sayfulmulyukova	2016/5/16-5/20	5 days	16
8	Sales Management	Kseniya Konovalova	2016/5/30-6/3	5 days	24
9	Marketing. Effective Participation in Exhibitions and Opportunities for Business Development	Shinobu Fujita	2016/6/6-6/10	5 days	14
10	Sales Management	Kseniya Konovalova	2016/8/8-12	5 days	23
11	Strategic management	Tetsuro Fukuyama	2016/8/23-26, 29	5 days	15
12	Marketing Tools	Shinobu Fujita	2016/9/19-23, 26-27	7 days	20
13	Coaching	Irina Shakirova	2016/10/3-7	5 days	14
14	Advanced Kaizen Course (Kaizen management)	Mitsuo Tamada	2016/10/11-14, 17	5 days	29
15	Motivational Management	Irina Shakirova	2016/11/14-18	5 days	19
16	HRM for Sales Skills Improvement	Shinobu Fujita	2016/11/28-12/2	5 days	15

**Table 4-11: SC Curriculum in 2017**

No.	Name	Lecturer	Dates	Duration	Participants
1	Marketing for Pharmaceutical Companies 1	Nellya Sayfulmulyukova	2017/1/30-2/3	5 days	16
2	Marketing for Pharmaceutical Companies 1	Nellya Sayfulmulyukova	2017/2/27-3/3	5 days	13
3	Business Process Development	Irina Shakirova	2017/3/13-17	5 days	14
4	Negotiation Skills	Irina Shakirova	2017/4/10-14	5 days	16
5	Marketing Tools in Sales	Kseniya Konovalova	2017/4/17-21	5 days	18
6	New Product and Start-Up Development	Alisher Yusupov	2017/4/24-28	5 days	8
7	Sales Management (B2C)	Kseniya Konovalova	2017/5/29-6/2	5 days	14
8	Conflict Solving Skills	Irina Shakirova	2017/6/5-6/9	5 days	13
9	Marketing Strategic Planning Process	Shinobu Fujita	2017/6/12-6/16	5 days	21
10	Problem Solving	Durbek Mukhamedov	2017/7/31-8/11	10 days	6
11	Analytical Thinking	Durbek Mukhamedov	2017/8/14-25	10 days	7
12	Sales Management (B2B)	Kseniya Konovalova	2017/8/21-25	5 days	23
13	Coaching	Irina Shakirova	2017/9/11-15	5 days	12
14	Marketing Strategy Planning	Shinobu Fujita	2017/9/20-27	5 days	29
15	Kaizen Management	Mitsuo Tamada	2017/10/2-6	5 days	18
16	Motivational Management	Irina Shakirova	2017/10/16-20	5 days	17
17	Marketing Tools in Sales	Kseniya Konovalova	2017/10/16-20	5 days	21
18	Business Process Reengineering	Mitsuo Tamada	2017/10/23-27	5 days	18
19	Time Management	Irina Shakirova	2017/11/6-10	5 days	13
20	Blue Ocean	Shinobu Fujita	2017/11/24-30	5 days	21
21	Business Communication Skill	Irina Shakirova	2017/11/27-12/1	5 days	11
22	Design Thinking	Tsuyoshi Hirose	2017/12/11-15	5 days	15
23	Strategic Management	Nahoko Yano	2017/12/11-15	5 days	17
24	Sales Management (B2B)	Kseniya Konovalova	1017/12/18-22	5 days	16

**Table 4-12: SC Curriculum in 2018**

No.	Name	Lecturer	Dates	Duration	Participants
1	Strategic Marketing Planning Process	Shinobu Fujita	2018/1/15-23	9 days	24
2	Marketing for Pharmaceutical Companies 1	Nellya Sayfulmulyukova	2018/1/29-2/2	5 days	20
3	Effective Product Training for Product Managers of Pharmaceutical Companies	Nellya Sayfulmulyukova	2018/2/12-16	5 days	16
4	Sales Management: Business to Business	Kseniya Konovalova	2018/2/26-3/2	5 days	19
5	Successful Negotiation Skills	Irina Shakirova	2018/3/12-16	5 days	18
6	Analytical Thinking	Durbek Mukhamedov	2018/3/26-30	5 days	22
7	Time Management	Irina Shakirova	2018/4/2-6	5 days	14
8	Strategic Management	Durbek Mukhamedov	2018/4/9-13	5 days	26
9	Advanced Kaizen	Mitsuo Tamada	2018/4/28-5/2	5 days	27



No.	Name	Lecturer	Dates	Duration	Participants
10	Marketing Tools in Sales	Kseniya Konovalova	2018/4/30-5/4	5 days	24
11	Problem Solving	Durbek Mukhamedov	2018/5/14-18	5 days	13
12	Business Data Analytics	Marina Suchilina	2018/6/4-8	5 days	25
13	Conflict Solving Skills	Irina Shakirova	2018/6/4-8	5 days	14
14	Retail Sales Management	Kseniya Konovalova	2018/8/6-10	5 days	24
15	Coaching in Management	Irina Shakirova	2018/8/13-17	5 days	19
16	Change Management	Durbek Mukhamedov	2018/8/13-17	5 days	11
17	Business Process Reengineering	Mitsuo Tamada	2018/9/5-11	5 days	26
18	Strategic Planning	Durbek Mukhamedov	2018/9/17-21	5 days	24
19	Project Management	Elena Sabirova	2018/9/25-29	5 days	23
20	Introduction to HRM	Irina Shakirova	2018/10/8-12	5 days	18
21	Effective production management skills	Durbek Mukhamedov	2018/10/15-19	5 days	16
22	Management Skills for Business Leaders	Irina Shakirova	2018/10/22-26	5 days	15
23	Marketing for Pharmaceutical Companies 1	Nellya Saifulmulyukova	2018/10/29-11/2	5 days	15
24	Marketing Tools In Sales	Kseniya Konovalova	2018/11/5-9	5 days	14
25	HR-practice. Selection, Education and Evaluation of personnel.	Irina Shakirova	2018/11/12-16	5 days	15
26	Entrepreneurship. Business idea (Uzbek language)	Ravshan Khalitkariev	2018/11/12-13	2 days	14
27	Entrepreneurship. Marketing fundamentals (Uzbek language)	Mekhriniso Abdurazzakova	2018/11/14-16	3 days	14
28	Effective Product Training for Product Managers of Pharmaceutical Companies	Nellya Saifulmulyukova	2018/11/26-30	5 days	11
29	Business Data Analytics	Marina Suchilina	2018/11/26-30	5 days	16
30	Sales Management: B2B	Kseniya Konovalova	2018/12/10-14	5 days	20
31	Effective management methods (Uzbek language)	Durbek Mukhamedov	2018/12/10-14	5 days	36
32	Motivation Management	Irina Shakirova	2018/12/17-21	5 days	11

### 4.3.3 YSC

All courses in the specialized Course (YSC) (young employees) were conducted by local lecturers. 45 courses were implemented in total. While YSC was implemented for each subject separately in 2016, Junior Management Program (JMP) was established in 2017 from the demand of learning soft skills in short periods by participants. UJC Business Course Operation Management Department created the short-term Intensive course named “Success Career Program” from 2017. It was carried out four times in total. In addition, in order to provide the opportunity to learn in the PMP course as the next career development, two each of the talented persons from this program were recommended. This mechanism to attend the PMP course made participants motivated. The details of each curriculum are shown in the table below.

**Table 4-13: YSC Curriculum in 2016**

No.	Name	Lecturer	Date	Duration	Participants
1	Personal Finance	Nodira Abdullaeva	2016/2/9-2/12	3 days	18
2	Professional and Self-Development	Janna Ashirova	2016/4/18-22	5 days	13

No.	Name	Lecturer	Date	Duration	Participants
3	IT Marketing	Stas Spasyonnikh	2016/5/2-5/6	5 days	22
4	Communication and Presentation skills	Natalya Baranova	2016/5/10-5/13	3 days	8
5	Sales Techniques	Yura Lee	2016/5/23-5/27	5 days	16
6	Online Networking	Artur Pak	2016/6/13- 17	5 days	12
7	How to become a team leader	Marat Mirzadjanov	2016/7/11-15	5 days	18
8	Problem solving	Janna Ashirova	2016/9/13-16	4 days	12
9	Public speaking	Artur Pak	2016/10/24-28	5 days	19
10	Basics accounting and financial analysis	Larisa Skachkova	2016/12/19-23	5 days	15

**Table 4-14: YSC Curriculum in 2017**

No.	Name	Lecturer	Dates	Duration	Participants
1	Effective team working	Lola Razzakova	2017/2/21-23	3 days	15
2	Intensive short-term course: Success career		2017/3/6-4/7	26 days	15
	1) Team building	Shukhrat Kaldibaev	2017/3/6-7	2 days	
	2) Teamwork skills, leadership	Marat Mirzadjanov	2017/3/9-11	3 days	
	3) Writing skills	Damir Muzafarov	2017/3/13-15	3 days	
	4) Online networking	Artur Pak	2017/3/16-17	2 days	
	5) Public speaking	Artur Pak	2017/3/20-24	5 days	
	6) Professional development	Janna Ashirova	2017/3/27-31	5 days	
	7) Problem solving	Janna Ashirova	2017/4/3-4	2 days	
	8) Business cases	Abdulahad Kuchkarov	2017/4/5-7	3 days	
9) Examination	Abdulahad Kuchkarov	2017/4/11	1 day		
3	Intensive short-term course: Success career		2017/7/18-8/18	26 days	8
	1) Team building	Shukhrat Kaldibaev	2017/7/18-19	2 days	
	2) Teamwork skills, leadership	Marat Mirzadjanov	2017/7/20-21	2 days	
	3) Writing skills	Damir Muzafarov	2017/7/24-26	3 days	
	4) Online networking	Artur Pak	2017/7/27-28	2 days	
	5) Public speaking	Artur Pak	2017/7/31-8/4	5 days	
	6) Professional development	Alisher Nizamov	2017/8/7-11	5 days	
	7) Problem solving	Durbek Mukhamedov	2017/8/14-15	2 days	
	8) Business cases	Durbek Mukhamedov	2017/8/16-18	3 days	
9) Examination	Durbek Mukhamedov	2017/8/29	1 day		

**Table 4-15: YSC Curriculum in 2018**

No.	Name	Lecturer	Dates	Duration	Participants
1	Intensive short-term course: Success career		2018/3/5-4/6	23 days	14
	1) Team building	Shukhrat Kaldibaev	2018/3/5-6	2 days	
	2) Writing skills	Damir Muzafarov	2018/3/7-9	3 days	
	3) Public speaking	Artur Pak	2018/3/12-16	5 days	
	4) Online networking	Artur Pak	2018/3/23-24	2 days	
	5) Basic economics	Marina Suchilina	2018/7/26-30	5 days	
	6) Professional development	Marat Mirzadjanov	2018/4/2-3	2 days	
	7) Business cases	Marat Mirzadjanov	2018/4/4-6	3 days	
8) Examination	Nellya Sayfulmulyukova	2018/4/6	1 days		

No.	Name	Lecturer	Dates	Duration	Participants
2	Intensive short-term course: Success career		2018/10/8-11/9	25 days	13
	1) Team building	Shukhrat Kaldibaev	2018/10/8-9	2 days	
	2) Time management	Lola Razzakova	2018/10/10-12	3 days	
	3) Basic economics	Marina Suchilina	2018/10/15-19	5 days	
	4) Public speaking	Dilshod Alimkhanov	2018/10/22-26	5 days	
	5) Communication Skill	Nellya Sayfulmulyukova	2018/10/29-31	3 days	
	6) Professional development	Marat Mirzadjanov	2018/11/1-2	2 days	
	7) Writing skills	Damir Muzafarov	2018/11/5-7	3 days	
8) Project management (basic)	Elena Sobirova	2018/11/8-9	2 days		

#### 4.3.4 Training Courses for Women Owners and Entrepreneurs

The training courses for women owners and entrepreneurs were established in 2016 and implemented twice a year (in June and December). This course was implemented six times in total. The number of participants varied each time the course was held, but totaled 11 people on average. In June 2016, the course was affected by the Shanghai Summit. At this time it was shortened from 5 to 2 days.

In December 2018 a new type of workshop was created and added to the training course. As part of the workshop, four individuals (who were former female PMP graduates and owner / entrepreneurs) were invited to elaborate on their experiences. The decision to include this workshop was based on feedback from Japanese lecturers, the participants, and the UJC Business Course Operation Management staff (person in charge). In order to improve the quality of the course, the graduates shared anecdotes about their work experiences, hardships, and time management strategies etc. Participants were given opportunities to pose questions raised when studying Japanese and Uzbek business case studies during the workshop. Details about the course are provided in the table below.

**Table 4-16: Training Course for Women Owners and Entrepreneurs Curriculum in June 2016**

Day	Topic	Content	Methods	Participants
Day 1 2016/6/21	<ul style="list-style-type: none"> <li>Entrepreneurs and Women entrepreneurs</li> <li>Japanese women's case study</li> </ul>	<ul style="list-style-type: none"> <li>Women entrepreneurs' success factors</li> <li>The success processes of women entrepreneurs</li> <li>Japanese women's case study</li> </ul>	Lecture/Discussion	9
Day 2 2016/6/22	<ul style="list-style-type: none"> <li>Business Idea Generation</li> <li>Japanese women's case study</li> <li>Business model</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Design</li> <li>Japanese women entrepreneur Business models</li> <li>Business Model Patterns</li> <li>Business Model Generation</li> </ul>	Lecture/Discussion Presentation	

**Table 4-17: Training Course for Women Owners and Entrepreneurs Curriculum in December 2016**

Day	Topic	Content	Methods	Participants
Day 1 2016/12/12	Women entrepreneurs Business model generation	<ul style="list-style-type: none"> <li>• Women entrepreneurs' success factors</li> <li>• Business model building block</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	14
Day 2 2016/12/13	Japanese women's case study	<ul style="list-style-type: none"> <li>• Business model design</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	
Day 3 2016/12/14	Japanese women's case study	<ul style="list-style-type: none"> <li>• Business model patterns</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	
Day 4 2016/12/15	Business model	<ul style="list-style-type: none"> <li>• Creating new business models</li> </ul>	Work Shop	
Day 5 2016/12/16	Business model Preparing for enterprises	<ul style="list-style-type: none"> <li>• Creating new business models</li> <li>• Presentation</li> <li>• Analysis</li> </ul>	Work Shop Presentation	

**Table 4-18: Training Course for Women Owners and Entrepreneurs Curriculum in June 2017**

Day	Topics	Contents	Methods	Participants
Day 1 2017/6/12	Women entrepreneurs Business model generation	<ul style="list-style-type: none"> <li>• Women entrepreneurs' success factors</li> <li>• Business model building block</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	10
Day 2 2017/6/13	Japanese women's case study	<ul style="list-style-type: none"> <li>• Business model design</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	
Day 3 2017/6/14	Japanese women's case study	<ul style="list-style-type: none"> <li>• Business model patterns</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	
Day 4 2017/6/15	Business model	<ul style="list-style-type: none"> <li>• Creating new business models</li> </ul>	Work Shop	
Day 5 2017/6/16	Business model Preparing for enterprises	<ul style="list-style-type: none"> <li>• Creating new business models</li> <li>• Presentation</li> <li>• Analysis</li> </ul>	Work Shop Presentation	

**Table 4-19: Training Course for Women Owners and Entrepreneurs Curriculum in December 2017**

Day	Topics	Contents	Methods	Participants
Day 1 2017/12/11	Women entrepreneurs Business model generation	<ul style="list-style-type: none"> <li>• Women entrepreneurs' success factors</li> <li>• Business model building block</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	16
Day 2 2017/12/12	Japanese women's case study	<ul style="list-style-type: none"> <li>• Business model design</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	
Day 3 2017/12/13	Japanese women's case study	<ul style="list-style-type: none"> <li>• Business model patterns</li> <li>• Japanese women entrepreneur models</li> </ul>	Lecture/Discussion	
Day 4 2017/12/14	Business model	<ul style="list-style-type: none"> <li>• Creating new business models</li> </ul>	Work Shop	
Day 5 2017/12/15	Business model Preparing for enterprises	<ul style="list-style-type: none"> <li>• Creating new business models</li> <li>• Presentation</li> <li>• Analysis</li> </ul>	Work Shop Presentation	

**Table 4-20: Training Course for Women Owners and Entrepreneurs Curriculum in June 2018**

Day	Topics	Contents	Methods	Participants
Day 1 2018/6/18	Women's entrepreneurs Business model generation	<ul style="list-style-type: none"> <li>• Women entrepreneurs' success factors</li> <li>• Business model building blocks</li> <li>• Japanese women entrepreneurs' models</li> <li>• Favorite thing × Ability × Strength</li> </ul>	Lecture/Discussion	8
Day 2 2018/6/19	Japanese women's case study	<ul style="list-style-type: none"> <li>• Explanation Japanese women entrepreneur models using blocks</li> </ul>	Lecture/Discussion	
Day 3 2018/6/20	Japanese women's case study	<ul style="list-style-type: none"> <li>• Business model design</li> <li>• Business model patterns</li> <li>• Comparison Japanese women entrepreneurs' models and Uzbekistan models</li> <li>• Analysis of difficult points</li> </ul>	Lecture/Discussion	
Day 4 2018/6/21	Business model	<ul style="list-style-type: none"> <li>• Creating new business Models</li> <li>• Storytelling</li> </ul>	Lecture Work Shop	
Day 5 2018/6/22	Preparing for enterprises	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Analysis</li> </ul>	Presentation	

**Table 4-21: Training Course for Women Owners and Entrepreneurs Curriculum in December 2018**

Day	Topics	Contents	Methods	Participants
Day 1 2018/12/10	Women's entrepreneurs Business model generation	<ul style="list-style-type: none"> <li>• Women entrepreneurs' success factors</li> <li>• Business model building blocks</li> <li>• Japanese women entrepreneurs models</li> <li>• Favorite thing × Ability × Strength</li> </ul>	Lecture/Discussion /Workshop	11
Day 2 2018/12/11	Japanese women's case study	<ul style="list-style-type: none"> <li>• Explanation Japanese women entrepreneurs models using blocks</li> </ul>	Lecture/Discussion /Workshop	
Day 3 2018/12/12	Exchange opinions with Uzbekistan women's entrepreneurs	<ul style="list-style-type: none"> <li>• Presentation by Uzbekistan women entrepreneurs</li> <li>• Exchange opinions on issues and experiences of women entrepreneurs and managers in business</li> </ul>	Lecture/Discussion /Workshop	
Day 4 2018/12/13	Japanese women's case study	<ul style="list-style-type: none"> <li>• Explanation Japanese women entrepreneurs models using blocks</li> <li>• Comparison Japanese women entrepreneurs' models and Uzbekistan model</li> <li>• Business model design</li> </ul>	Lecture/Discussion /Workshop	
Day 5 2018/12/14	Business model generation and presentation	<ul style="list-style-type: none"> <li>• Creating new business Models</li> <li>• Presentation</li> </ul>	Work Shop Presentation	

#### 4.3.5 Regional Seminars

Regional seminars were conducted as part of 6 courses in 5 cities in 2016, 5 courses in 3 cities in 2017, and 9 courses in 3 cities in 2018. Initially these seminars were planned to take place between 8 to 10 times a year free of cost. However, the number of implemented courses were fewer than originally planned. Reasons for these changes include: seasonal issues at the local seminar venue and the expense of lecturers and the UJC Business Course Operation Management staff member who was in charge of (remunerations and travel expenses).

In order to solve the issues outlined above, fee paying courses were introduced for regional seminars in Bukhara. Since there was high demand for implementing business courses in the UJC Bukhara branch office, a new two-week course entitled "Business Management Intensive Course" was established from 2018 to provide new value-added contents.

In addition, the UJC Bukhara branch office cooperated with Wakayama University and Bukhara National University. A seminar was subsequently held by lecturers from Wakayama University.

Details of each regional seminar are shown in the tables below (subjects by Japanese Consultants are highlighted).

**Table 4-22: Regional Seminars Curriculum in 2016**

No.	Place	Name	Lecturer	Date	Duration	Participants
1	Nukus	Kaizen Basics	Elena Kiselyova	2016/5/7-8	2 days	19
2	Bukhara	Japanese management style	Diyas Mutalov	2016/6/11-12	2 days	19
3	Karshi	Sales techniques	Diyas Mutalov	2016/7/2-3	2 days	14
4	Samarkand	Personnel motivation and adaptation	Marat Mirzajanov	2016/10/22-23	2 days	20
5	Fergana	Kaizen essentials	Marat Mirzajanov	2016/10/15-16	2 days	21
6	Bukhara	Marketing in tourism	Shoko Usui	2016/11/14-18	5 days	31

**Table 4-23: Regional Seminars Curriculum in 2017**

No.	Place	Name	Lecturer	Dates	Duration	Participants
1	Bukhara	Tourism marketing 1	Shinobu Fujita	2017/4/10-12	3 days	30
2	Bukhara	Tourism marketing 2	Shinobu Fujita	2017/6/21-23	3 days	32
3	Samarkand	Kaizen Management	Mitsuo Tamada	2017/10/10-12	3 days	34
4	Bukhara	Tourism Marketing	Shinobu Fujita	2017/10/16-19	4 days	24
5	Fergana	Kaizen	Marat Mirzajanov	2017/12/2-3	2 days	9

**Table 4-24: Regional Seminars Curriculum in 2018**

No.	Place	Name	Lecturer	Dates	Duration	Participants
1	Fergana	Leadership in sales	Marat Mirzajanov	2018/3/17-18	2 days	34
2	Bukhara	Business Management Intensive Course		2018/4/16-27	12 days	16
		1) HRM communications	Artur Pak	2018/4/16-18	3 days	
		2) Kaizen	Mitsuo Tamada	2018/4/19-21	3 days	
		3) Financial management	Larisa Skachkova	2018/4/23-25	3 days	
		4) Marketing tools in sales	Kseniya Konovalova	2018/4/26-27	2 days	
3	Samarkand	Business Process Reengineering	Mitsuo Tamada	2018/8/28-30	3 days	24
4	Bukhara	Kaizen management	Mitsuo Tamada	2018/9/13-15	3 days	16
5	Bukhara	Current Tourism Trends	Wakayama University Takuya Fujii	2018/11/21	1 day	70
6	Bukhara	Advanced Business Management 2.0	Kseniya Konovalova Yuliya Yusupov Larisa Skachkova	2018/11/26-12/7	10 days	7

#### 4.3.6 Other Seminars

Three other kinds of seminars were conducted free of charge, namely: "Open Interactive Seminar", "Business Seminar", and "Open Business Forum". The "Open Interactive Seminar" (provided by local lecturers only) and the "Business Seminar" (provided by Japanese and local lecturers) are open to all participants who had not enrolled in UJC business courses previously. These courses provided opportunities to study business related content.

The number of open interactive seminars and business seminars was lower than the original plan due to the increase in the number of other fee-based and highly profitable courses. This effect was

compounded by the number of free courses. Moreover, as for Japanese lecturers, free courses were adjusted and replaced with paid courses and fee-based consultations.

The "Open Business Forum" is an event for PMP graduates. The event is held once a year and is open to guest lecturers (Japanese and local lecturers) as a follow-up activity. Every year a theme was set and planned and implemented the event introduced trends regarding new research and trends and was supported by presentations from the guest lecturers.

Details are shown in the tables below (subjects by Japanese Consultants are highlighted).

### (1) Interactive Open Seminar

**Table 4-25: Open Interactive Seminars Curriculum in 2016**

No.	Name	Lecturer	Date	Duration	Participants
1	Kaizen tools and principles	Marat Mirzadjanov	2016/3/30	1 day	30
2	Situational management	Nellya Saifulmulyuklova	2016/4/6	1 day	30
3	Time management	Natalya Baranova	2016/4/21	1 day	32
4	Self-motivation	Malika Tursunova	2016/5/5	1 day	30
5	Communication skills	Natalya Baranova	2016/6/9	1 day	30
6	Sales (Business management course)	Liliya Zaynullina	2016/7/8	1 day	20
7	Introduction of Business management and employer's expectations	Janna Ashirova	2016/7/21	1 day	21
8	Problem solving	Iliza Garaeva	2016/8/25	1 day	15
9	HRM (Business management crash course)	Aleksandra Pismennaya	2016/9/15	1 day	18
10	Mind mapping	Artur Pak	2016/9/27	1 day	20
11	Basics of financial planning	Nodira Abdullaeva	2016/10/13	1 day	14
12	Marketing (Business management crash course)	Rustam Khamdamov	2016/10/18	1 day	25
13	Production management (Business management crash course)	Marat Mirzadjanov	2016/10/6	1 day	22
14	Stress Management	Alisher Nizamov	2016/11/17	1 day	34
15	Self-analysis	Shukhrat Kaldibaev	2016/12/7	1 day	23
16	Career development plan	Aleksandra Pismennaya	2016/12/15	1 day	14
17	Individual anti-stress program	Khvan Alena	2016/12/22	1 day	14

**Table 4-26: Open Interactive Seminars Curriculum in 2017**

No.	Name	Lecturer	Date	Duration	Participants
1	Business copywriting	Damir Muzafarov	2017/1/19	1 day	24
2	Basics of sales	Aleksandr Rassokhin	2017/5/11	1 day	10
3	Marketing strategy	Aziz Gapparov	2017/5/18	1 day	28
4	Stress management	Alisher Nizamov	2017/5/25	1 day	24
5	Kaizen (Uzbek language)	Marat Mirzadjanov	2017/5/31	1 day	16
6	Basics of Management	Natalya Tsarikova	2017/7/12	1 day	15
7	Business Idea Generation IT (Uzbek language)	Sanjarbek Nasirbekov	2017/10/3	1 day	20
8	How to open Internet magazine (Uzbek language)	Sanjarbek Nasirbekov	2017/10/13	1 day	25



No.	Name	Lecturer	Date	Duration	Participants
9	HR management (Uzbek language)	Adolat Ruzieva	2017/11/2	1 day	12
10	Bitcoin/Blok chain in Business (Uzbek language)	Sanjarbek Nasirbekov	2017/12/19	1 day	45

**Table 4-27: Open Interactive Seminars Curriculum in 2018**

No.	Name	Lecturer	Date	Duration	Participants
1	Storytelling (Russian language)	Damir Muzafarov	2018/1/25	1 day	40
2	Fundamentals of Entrepreneurship (Uzbek language)	Mekhriniso Abdurazakova	2018/2/8	1 day	21
3	Goal oriented planning (Uzbek language)	Adolatkhon Ruzieva	2018/4/19	1 day	12
4	Basic of entrepreneurial spirit (Uzbek language)	Mekhriniso Abdurazakova	2018/7/11	1 day	11
5	Strategic Planning	Bahodirxon Fozilxo'jaev	2018/7/24	1 day	26
6	Marketing (Uzbek language)	Bakhtiyor Tukhtaev	2018/8/8	1 day	18
7	Business Idea Generation	Ravshan Khalitkariev	2018/10/23	1 day	42

## (2) Business Seminar

**Table 4-28: Business Seminars Curriculum in 2016**

No.	Name	Lecturer	Date	Duration	Participants
1	Production management	Suzuki Hajime	2016/5/11	1 day	30
2	ICT Self-efficiency and cloud services	Artur Pak-Vartanyan	2016/6/2	1 day	18
3	ICT E-digital marketing	Alisher Yusupov	2016/6/10	1 day	35
4	Marketing in cosmetics	Shinobu Fujita	2016/6/15	1 day	30
5	Risks of financial instability in transitional economies	Fayzulla Shaismatov	2016/7/25	1 day	24
6	Business in renewal energy	Sherzod Kattakhodjaev	2016/7/28	1 day	24
7	Critical Success Factors	Tetsuo Fukuyama	2016/9/4	1 day	45
8	Strategic Management Approaches	Tetsuo Fukuyama	2016/9/5	1 day	30
9	Tax Policy and Tax Administration	Farrukh Rakhimov	2016/9/9	1 day	40
10	HRM: Recruiting	Khilola Suleymanova	2016/9/27	1 day	32
11	Cluster Management and Strategic Alliances	Mitsuo Tamada	2016/9/29	1 day	33
12	HRM: Job interview	Ekaterina Strajevich	2016/10/5	1 day	35
13	HRM: Compensation and benefits	Lazizbek Mamatov	2016/10/20	1 day	28
14	IT Conference: Satellite monitoring for Business	Ulugbek Ergashev (BePro Company expert)	2016/11/8	1 day	25
15	Tourism Marketing at UJC	Shoko Usui	2016/11/10	1 day	49
16	Tourism Marketing at Uzbek Tourism	Shoko Usui	2016/11/11	1 day	45
17	IT Conference: High Tech for Business	Almira Kurbanbekova (BePro Company expert)	2016/11/18	1 day	30

No.	Name	Lecturer	Date	Duration	Participants
18	IT Conference: High Tech in Medical business	Irina Berger (BePro Company expert)	2016/11/22	1 day	12
19	Legal issues in business	JDS graduate	2016/11/23	1 day	30
20	Creation and effective use of Medium-Term Management Plan, Strategic Performance Management in Japan	Naoko Yano	2016/12/9	1 day	40

**Table 4-29: Business Seminars Curriculum in 2017**

No.	Name	Lecturer	Date (s)	Duration	Participants
1	Sales instruments	Kseniya Konovalova	2017/1/17	1 day	37
2	Kaizen in business	Marat Mirzadjanov	2017/2/2	1 day	40
3	Study business in Japan	Nagoya Bachelor's Degree, Working on the Ministry of Justice Returnee trainee	2017/2/9	1 day	30
4	Japan and Central Asia	Kawato Ambassador lecture	2017/3/9	1 day	80
5	Nail and beauty business in Japan	Maki Okada	2017/3/22	1 day	12
6	Non-financial motivation	Nodira Abdullaeva	2017/4/7	1 day	40
7	Entrepreneurship: branding and consumers	Sherzod Kayumov	2017/4/14	1 day	30
8	Strategic business negotiations	Alisher Fayzullaev	2017/4/21	1 day	40
9	JETRO trade tie-up promotion program	Dilfuza Arifkhodjaeva	2017/5/10	1 day	30
10	JICA agricultural research in Uzbekistan	Hokkaido Intellect Tank	2017/5/26	1 day	40
11	Branding and logo Businessmen	Kirill Altman	2017/6/1	1 day	57
12	Creation and effective use of Medium-Term Management Plan, Strategic Performance Management in Japan	Nahoko Yano	2017/6/13	1 day	35
13	Japanese-Uzbekistan Relationships by Ambassador of Japan in Uzbekistan	Embassy of Japan in Uzbekistan Mr. Ito	2017/7/28	1 day	37
14	PREX Follow-up Kaizen and Human Resource Development	Creation Co., Ltd. Imamura	2017/8/15	1 day	58
15	PREX Follow-up Consulting Method	Creation Co., Ltd. Imamura	2017/8/16	1 day	23
16	Business Negotiation	Diyas Mutalov	2017/9/8	1 day	30
17	Strategic Business Development	Khasan Mamasaidov	2017/9/9	1 day	35
18	Logistics and supply chain management	Rustam Begulov	2017/9/14	1 day	37
19	Profitable art business. System of sales in art business	Lola Sayfi	2017/9/19	1 day	51
20	Cluster Management and strategic alliances	Mitsuo Tamada	2017/9/29	1 day	38
21	Restaurant Business	Pavel Georganov	2017/10/11	1 day	46
22	Kaizen Club's Meeting	Mitsuo Tamada	2017/10/25	1 day	30

No.	Name	Lecturer	Date (s)	Duration	Participants
23	Team building by personality classification using ape's classification in Japan	Kiyomi Eguma	2017/10/31	1 day	38
24	Site of clothing retail in Japan and product planning	Aeon Retail Co., Ltd. Eguchi	2017/11/2	1 day	50
25	New Branding Approach	Shinobu Fujita	2017/11/22	1 day	45
26	Design Thinking	Tsuyoshi Hirose	2017/12/14	1 day	41

**Table 4-30: Business Seminars Curriculum in 2018**

No.	Name	Lecturer	Date (s)	Duration	Participants
1	Kaizen in service	Marat Mirzadjanov	2018/1/17	1 day	30
2	New branding approach	Shinobu Fujita	2018/1/24	1 day	62
3	ISO in business	Marat Mirzadjanov	2018/2/27-28	2 days	38
4	Contracts for doing business	Ravil Gimush	2018/4/17	1 day	14
5	Project management	Elena Sabirova	2018/5/22	1 day	13
6	Management based on behavioral science	Kiyomi Eguma	2018/5/29	1 day	34
7	Formulation of Plan and Strategy Management	Nahoko Yano	2018/6/26	1 day	38
8	Assessment & Monitoring Role in PM	Elena Sabirova	2018/6/29	1 day	20
9	Block chain, ICO, Trade	Takhir Sultanov Djurabek Djurakulov Rustam Sharipov	2018/8/28	1 day	53
10	Current Tourism Trends	Wakayama University Takuya Fujii	2018/11/7-8	2 days	40
11	HR strategy	Lola Razzakova	2018/11/29	1 day	35

### (3) Open Business Forum

**Table 4-31: Open Business Forums in 2016, 2017, and 2018**

No.	Date	Participants	Theme
1	21 November 2016	160	Strengthening of business relations between Uzbekistan and Japan and graduates of Uzbekistan-Japan Center
2	28 September 2017	153	Business Culture and Management
3	25 September 2018	110	Doing Business with an idea from Japan: Innovations and Management

### (4) Other seminars and Trainings

Other seminars and forms of training are shown in the following table (subjects by Japanese Consultants are highlighted). They were implemented for the governmental agencies and organizations in Uzbekistan according to their requests.

As a new initiative, joint seminars (PMP and mutual understanding) from 2018 were implemented and conducted mutual understanding seminars based on the contents from companies of PMP graduates. These activities became important results because these activities showcase business development achieved by PMP graduates in Tashkent.

**Table 4-32: Other Seminars and Trainings Curriculum in 2016**

No.	Name	Lecturer	Date	Duration	Participants
1	UMID Fund Graduates INHA University	-	2016/4/2	2016/4/2	
2	Science Education Center	-			
3	Hokkaido Training Participants Seminar	-	2016/7/22	2016/7/22	8
4	MFERIT: Marketing	Shinobu Fujita	2016/11/29	2016/11/29	33
5	MFERIT: Strategic management	Nahoko Yano	2016/12/13	2016/12/13	33

**Table 4-33: Other Seminars and Trainings Curriculum in 2017**

No.	Name	Lecturer	Date	Duration	Participants
1	Cooperate training/E- Government System Development Center	Diyas Mutalov, Janna Ashirova, Natalya Baranova	2017/1/9-17	7 days	26
2	Business seminar: Sales tool	Kseniya Konovalova	2017/1/17	1 day	37
3	MFERIT: Marketing	Shinobu Fujita	2017/6/16	1 day	20
4	PREX Follow-up Case study of visiting the company 1 (Kaizen: Art Mebel)	Atsuyoshi IMAMURA	2017/8/16	1 day	18
5	PREX Follow-up Kaizen Club	Atsuyoshi IMAMURA	2017/8/16	1 day	6
6	PREX Follow-up Case study of visiting the company 2 (Consulting Method)	Atsuyoshi IMAMURA	2017/8/17	1 day	15
7	PREX Follow-up Reporting by the trainee	Atsuyoshi IMAMURA	2017/8/17	1 day	15
8	Japanese style communication skills	Sayfiddin Atamuradov	2017/10/24- 26	2 days	6
9	Seminar for the National Tourism Development Committee	Shinobu Fujita	2017/11/25	1 day	35

**Table 4-34: Other Seminars and Trainings Curriculum in 2018**

No.	Name	Lecturer	Date	Duration	Participants
1	Seminar for officers in Tourism Development Committee	Shinobu Fujita	2018/1/27	1 day	17
2	Joint Seminar (PMP & Mutual Understanding): Presentation of chocolate products	Maria Portnova “Viva Maria”	2018/2/8	1 day	25
3	Joint Seminar (PMP & Mutual Understanding): Presentation of hand soap products	Nadejda Tareva “Asante”	2018/3/9	1 day	24
4	Women’s Concept Club	Damir Muzafarov Yuliya Yakovleva Yuliya Bakhmach	2018/4/13	1 day	41
5	Joint Seminar (PMP & Mutual Understanding): Educational Power	Aleksandr Klimov “5+”	2018/4/25	1 day	25
6	Joint Seminar (PMP & Mutual Understanding): How to make rice balls	Dilnoza Tashmukhamedova “Kid’s Plate”	2018/5/4	1 day	14

No.	Name	Lecturer	Date	Duration	Participants
7	Joint Seminar: Tourism Product	Farkhad Rasulev “Dolores Travel”	2018/6/28	1 day	12
8	Joint Seminar: Supplement nutrition	Alieva Sevara “Vida Verde Farm”	2018/7/25	1 day	10
9	Kaizen workshop for staff at People’s Bank	Mitsuo Tamada	2018/9/26	1 day	85
10	Business Exchange Seminar (Tashkent)	-	2018/11/10	1 day	109
11	Business Exchange Seminar (Tokyo)	-	2018/12/6	1 day	100
12	Business seminar for staff at People’s Bank	Shinobu Fujita	2018/11/13	1 day	12
13	Management planning workshop for staff at People’s Bank and Paynet	Nahoko Yano	2018/12/19	1 day	15

#### 4.3.7 Training Courses for Companies (Consultation)

Paid consultations undertaken with Japanese Consultants were carried out to improve major business issues identified by PMP graduates. Consultations covered the following themes which are specialized fields assigned to Japanese Consultants: 1) marketing and 2) production management. According to the process of choosing companies, recruitment and selections were conducted by the UJC Business Course Operation Management Department. In addition, 2) production management made the consultation team (1 Japanese Consultant and a local assistant who will become a local consultant).

Regarding other themes such as 1) HRM and 2) strategic management, the possibility of implementation of consultations in the future is high because of the high demands among PMP graduates. In order to meet such demand, the course “Business Advising” (the previous stage of consultation) was created. The course was implemented by Japanese Consultants several times on a trial basis. According to the process of choosing companies, recruitment and selections were conducted by the UJC Business Course Operation Management Department.

Consultations were conducted with 23 companies regarding marketing and 4 companies regarding production management; or 27 companies in total. Business advising was provided to 4 companies for HRM and 3 companies for strategic management; or 7 companies in total.

Searching for companies among PMP graduates to conduct consultations with proved difficult because the notion of providing fee-based consultations is not prevalent in Uzbekistan. This problem was further complicated by the fact that participants receiving consultations requested that the UJC not announce their company names. However, over time the UJC business course established trust and demonstrated professional practice in the conduct of their consultations. Subsequently, word of mouth spread and attitudes toward the course by PMP graduates changed. Currently, consultation fees and the number of recruitment companies have increased. Marketing consultations are particularly popular and Japanese marketing Consultants are unable to meet demand. This is due to the Consultants limited stays in Uzbekistan. In order to solve the issue, the UJC business course limited the total amount of time available to individual companies in order to provide consultations with as many as possible in 2018.

Details are shown in the table below.

**Table 4-35: Results of Providing Consultation**

Consultant	Field	Firm	Time Hour	Details/Results
<b>2016</b>				
Shinobu Fujita	Marketing	Construction Industry	6 times 15 hours	<ul style="list-style-type: none"> <li>• Taught fundamental principles of marketing, basic strategy, management policy</li> <li>• Created individual corporate strategic plans</li> </ul>
		Education (English)	6 times 16 hours	<ul style="list-style-type: none"> <li>• Derived business management strategies from points of differentiation</li> <li>• Discussed how to establish customer value from management policy</li> <li>• Conducted SWOT analysis and STP analysis.</li> </ul>
		Ornament items sales business	3 times 7 hours	<ul style="list-style-type: none"> <li>• Created strategic plans for marketing</li> <li>• Taught aspects of establishing brand power</li> </ul>
		Internet Provider	4 times 8 hours	<ul style="list-style-type: none"> <li>• Expanded on the necessity of value creation</li> <li>• Created strategic plans for marketing</li> </ul>
Mitsuo Tamada	Production Management	Pharmaceutical	8 times 16 hours	<ul style="list-style-type: none"> <li>• Taught fundamentals of Kaizen</li> <li>• Provided lectures about Total Quality Management (TQM) and implementing Kaizen for intermediate managers and employees</li> </ul>
		Textile garment	7 times 16 hours	<ul style="list-style-type: none"> <li>• Taught fundamentals of Kaizen</li> <li>• Provided lectures about the Quality Control (QC) cycle and Kaizen implementation for plant managers and production managers</li> </ul>
<b>2017</b>				
Shinobu Fujita	Marketing	Construction Industry	4 times 4 hours + 2 days training	<ul style="list-style-type: none"> <li>• Formulated corporate policy</li> <li>• Reviewed and improved existing strategic marketing plan</li> </ul>
		Education (English)	4 times 8 hours	<ul style="list-style-type: none"> <li>• Discussed and improved existing the strategic marketing plan and individual strategic plans</li> <li>• Used a 'tree of why and a tree of how' approach to created solutions to existing issues</li> <li>• Established a new growth strategy</li> </ul>
		Ornament items sales business	5 times 11 hours	<ul style="list-style-type: none"> <li>• Discussed the direction of strategic marketing planning</li> <li>• Implemented training for employees</li> </ul>
		Internet Provider	6 times 12.5 hours	<ul style="list-style-type: none"> <li>• Discussed and improved strategic marketing plans and individual strategic plans</li> <li>• Discussed building marketing strategy in a market where competition is intensifying</li> </ul>
		Stationery sales	3 times 6 hours	<ul style="list-style-type: none"> <li>• Created a market competition strategy utilizing SWOT analysis and STEP analysis</li> </ul>

Consultant	Field	Firm	Time Hour	Details/Results
		Cosmetics industry	4 times 8 hours	<ul style="list-style-type: none"> <li>Discussed strategic direction, competitive advantage and communication strategy</li> </ul>
		Automobile glass	3 times 7 hours	<ul style="list-style-type: none"> <li>Discussed the individual strategic planning</li> </ul>
		Restaurant	2 times 4 hours	<ul style="list-style-type: none"> <li>Created the strategic marketing plan</li> </ul>
		IT	2 times 4 hours	<ul style="list-style-type: none"> <li>Created the strategic marketing plan</li> </ul>
		Consulting	2 times 4 hours	<ul style="list-style-type: none"> <li>Created the strategic marketing plan</li> </ul>
		Chocolate	2 times 4 hours	<ul style="list-style-type: none"> <li>Created the strategic marketing plan</li> </ul>
		Project	2 times 3 hours	<ul style="list-style-type: none"> <li>Created the strategic marketing plan</li> </ul>
Mitsuo Tamada	Production Management	Pharmaceutical	6 times 13.5 hours	<ul style="list-style-type: none"> <li>Introduced the Kaizen prize to employees and Supply Chain Management (SCM) to improve the onsite</li> </ul>
		Textile garment	4 times 8 hours	<ul style="list-style-type: none"> <li>Improved factory facilities with Kaizen</li> </ul>
<b>2018</b>				
Shinobu Fujita	Marketing	Advertisement Production	2 times 4 hours	<ul style="list-style-type: none"> <li>Taught the necessity of employee education corresponding to globalization, reorganization, and management correspondence</li> </ul>
		Medical related services	1 time 2 hours	<ul style="list-style-type: none"> <li>Taught marketing strategies</li> </ul>
		Medical related services	2 times 4 hours	<ul style="list-style-type: none"> <li>Taught marketing strategies</li> </ul>
		Frozen products	2 times 4 hours	<ul style="list-style-type: none"> <li>Taught marketing strategies through SWOT analysis and positioning analysis</li> </ul>
		Government related	2 times 4 hours	<ul style="list-style-type: none"> <li>Taught the marketing strategies and how to respond to market needs</li> </ul>
		Food for children	3 times 5 hours	<ul style="list-style-type: none"> <li>Created a marketing strategy</li> </ul>
		Chocolate	2 times 4 hours	<ul style="list-style-type: none"> <li>Improved the marketing strategy to establish a brand</li> </ul>
		Furniture	1 time 2 hours	<ul style="list-style-type: none"> <li>Taught how to project a brand image</li> </ul>
		Bedding	2 times 4 hours	<ul style="list-style-type: none"> <li>Taught new product sales strategy</li> </ul>
		Beauty salon and rental costume business	2 times 4 hours	<ul style="list-style-type: none"> <li>Taught specific measures to expand the business</li> </ul>
		Consulting	1 time 2 hours	<ul style="list-style-type: none"> <li>Taught how to devise a marketing strategy</li> </ul>
		Consulting	2 times 4 hours	<ul style="list-style-type: none"> <li>Taught how to devise a marketing strategy</li> </ul>
		Mitsuo Tamada	Production Management	Office furniture
Cake manufacturing / sales, store management	2 times 4 hours			<ul style="list-style-type: none"> <li>Taught inventory management and solved existing issues</li> </ul>

**Table 4-36: Results of Providing Business Advice**

Consultant	Field	Firm	Time Hour	Details/Results
<b>2018</b>				
Kiyomi Eguma	HRM	Ventilation plumbing	3 times 4 hours	Issues: the high rate of turnover. Solutions were suggested.
		Fast food restaurant	2 times 3 hours	Issue: the replacement and quality of the employees. Solutions were suggested.
		Furniture	2 times 4 hours	Issues: the high rate of turnover and low staff motivation. Solutions were suggested.
		Medicine	2 times 4 hours	Issues: poor team work among employees. Solutions were suggested.
Nahoko Yano	Strategic Management	Finance	4 times 10 hours	Devised management philosophy, vision, management strategy, medium-term management plan and taught the PDCA cycle.
		Bank and Cell phone	4 times 8 hours	Devised management philosophy, vision, management strategy, medium-term management plan and taught the PDCA cycle.

#### 4.3.8 Training in Japan

Training in Japan was undertaken in two forms:

1. “Advanced training for business owners and executives (business management methods training)” which is a cost-sharing program (participants pay for their airfares)
2. “Advanced training for business executives in specific areas (business model)” which is a cost-sharing program (participants pay for their airfares and accommodation). The effectiveness of the training in Japan for the participants was devised when participants were chosen and visiting Japanese companies were selected.

In order to select prospective participants from the applicant PMP graduates, a list was compiled from online application data. A short list was devised based on the answers which applicants gave about their purpose and target in applying for the training in Japan. The list was created by UJC Business Course Operation Management Department staff. Interviews were carried out and appropriate participants were selected and confirmed by the UJC Business Course Operation Management Group.

The satisfaction rate among participants in all training in Japan courses was very high. One reason is that support was provided in three stages as explained below.

- “Preliminary training”: In cooperation with the UJC Japanese language course, A “Pre-training seminar” (paid program) was provided and encompassed Japanese business manners (such as appropriate business attire and exchanging business cards) and simple Japanese phrases. Participants filled in a survey related to the issues which their companies had experienced and submitted them for clarification.
- “During the training”: Prior to preparing the action plan as part of the training assessment, Japanese Consultants, acting as training leaders, provided individual interviews with participants to support and solve salient issues.



- “After the training”: Follow-up activities were carried out from time to time in Uzbekistan. Japanese Consultants checked on the implementation progress of participant’s action plans and inquired about points of improvement enacted, based on the training in Japan. In addition, opportunities for consultation and cooperate training were introduced as a proposed solution to corresponding with individuals for follow-up.

In October 2018, a questionnaire was directed at participants in the training in Japan course. An interview survey was also conducted concurrently by Japanese Consultants (Fujita and Saito). The contents were designed to achieve the following goals: 1) to confirm the effectiveness of the training in Japan and 2) to check progresses and identify issues associated with implementing the action plan, and 3) to understand how to continuously learn about Japanese business management and Japanese business model to improve participant’s own businesses. Through these follow-up proceedings, the UJC business course intends to provide courses to match participant’s perceived needs and increase the effectiveness of future courses.

The summary of the implemented five training courses in Japan is shown in Table 4-37 below.

**Table 4-37: Summary of the Trainings in Japan**

No.	Type	Contents of the training	Duration	Participants
1	Cost-sharing program (participants pay airfare)	Advanced training for business owners and executives (business management methods training) Theme: Food processing and retail industry	2016/8/22-2016/9/2	10 participants and 2 UJC staff
2	Cost-sharing program (participants pay airfare and accommodation)	Advanced training for business executives in specific areas (business model) Theme: Pharmaceutical industry	2016/10/24-2016/11/4	8 participants and 1 UJC staff
3	Cost-sharing program (participants pay airfare)	Advanced training for business owners and executives (business management methods training) Theme: Textile and retail industry	2017/7/3-2017/7/14	10 participants and 1 UJC staff
4	Cost-sharing program (participants pay airfare and accommodation)	Advanced training for business executives in specific areas (business model) Theme: IT industry	2017/11/8-2017/11/17	9 participants and 1 UJC staff
5	Cost-sharing program (participants pay airfare and accommodation)	Advanced training for business executives in specific areas (business model) Theme: Pharmaceutical industry and health industry	2018/4/16-2018/4/27	10 participants and 1 UJC staff

Details of each of the training courses are outlined in the following schedules. A separate reference material shows the achievements and outcomes of each of the training in Japan courses.

**Table 4-38: Schedule of the Training in Japan in August 2016**

Contents	Date	Remarks
Consider the training sector Consider the training content	April 2016	Food processing and retail industry
Advertising and Recruitment	2016/5/6- 2016/5/31	77 people submitted applications
Applicant screening	2016/6/1-2016/6/8	A short list was finalized by Business Course Operational Department staff (in accordance with the standards)
Interview	2016/6/15- 2016/6/17	Conducted interviews with 16 participants
Selection	2016/6/17	Selected 10 participants
Implementation	2016/8/22- 2016/9/2	Participants: 10 participants and 2 UJC staff

**Table 4-39: Schedule of the Training in Japan in October 2016**

Contents	Date	Remarks
Consider the training sector Consider the training content	July 2016	Pharmaceutical industry
Advertising and Recruitment	2016/8/15- 2016/8/22	22 people submitted applications
Applicant screening	2016/8/23- 2016/8/31	A short list was finalized by Business Course Operation Management Department staff (in accordance with the standards)
Interview	2016/9/6- 2016/9/8	Conducted interviews with 16 participants
Selection	2016/9/9	Selected 8 participants
Implementation	2016/10/24- 2016/11/4	Participants: 8 participants and 1 UJC staff

**Table 4-40: Schedule of the Training in Japan in July 2017**

Contents	Date	Remarks
Consider the training sector Consider the training content	January 2017	Textile and retail industry
Advertising and Recruitment	2017/3/2- 2017/3/22	95 people submitted applications
Applicant screening	2017/3/24- 2017/3/27	A short list was finalized by Business Course Operational Department staff (in accordance with the standards)
Interview	2017/4/4- 2017/4/6	Conducted interviews with 16 participants
Selection	2017/4/13	Selected 10 participants
Implementation	2017/7/3- 2017/7/14	Participants: 10 participants and 1 UJC staff

**Table 4-41: Schedule of the Training in Japan in November 2017**

Contents	Date	Remarks
Consider the training sector Consider the training content	April 2017	IT industry
Advertising and Recruitment	2017/8/6-2017/9/6	22 people submitted applications
Applicant screening	2017/9/11-2017/9/15	A short list was finalized by Business Course Operational Department staff (in accordance with the standards)
Interview	2017/9/26- 2017/9/27	Conducted interviews with 16 participants
Selection	2017/9/27	Selected 9 participants
Implementation	2017/11/8- 2017/11/17	Participants: 9 participants and 1 UJC staff

**Table 4-42: Schedule of the Training in Japan in April 2018**

Contents	Date	Remarks
Consider the training sector Consider the training content	November 2017	Pharmaceutical industry and health industry
Advertising and Recruitment	2017/11/29-2017/12/27	39 people submitted applications
Applicant screening	2017/12/27-2018/1/9	A short list was finalized by Business Course Operational Department staff (in accordance with the standards)
Interview	2018/1/22-2018/1/23	Conducted interviews with 17 participants
Selection	2018/1/30	Selected 10 participants
Implementation	2018/4/16-2018/4/27	Participants: 10 participants and 1 UJC staff

## 4.4 Other Special Notes on Business Course Activities

Other special notes relating to project work are summarized as follows.

### 4.4.1 Implementation of Needs Survey

The needs survey was implemented in 2016 by consultants and resource persons with the UJC Business Course Operation Management Department to gather data about PMP graduates. The survey assessed the state of SME situations and identified the need for furthering human resource development (business fields, type of occupations, and positions) in order to verify a central hypothesis. Although details of the survey results were summarized in the Needs Survey Result Report, the executive summary is provided in Table 4-43.

Since implementing the needs survey, the economic policy of Uzbekistan has been drastically changed from an approach of closed gradualism to open economic growth beginning in 2017. In accordance with these changing economic circumstances, the industrial structure of Uzbekistan will become diverse and improved in the future. Plans to support entrepreneurial and SME development will also be supported. Consequently, PMP graduates' companies will expand smoothly in the future. In keeping with this trend, the needs of business reforms to governmental officers and organizations will also increase.

The curriculum of the UJC business course will be revised based on the results of the aforementioned survey.

**Table 4-43: Executive Summary of the Needs Survey Result Report**

<b>Executive Summary</b>	
(1)	Outline of the results of the sector survey in 2016 <ul style="list-style-type: none"> <li>• Growth sectors were specified. Expansion of domestic demand and export promotion progressed at a constant speed.</li> <li>• Due to the strong macroeconomic situation, each sector showed good results. Although there were several specific issues related to SMEs, notably the need for increasing business opportunities and training experts were in high demand. This was exacerbated by increasing international business.</li> <li>• Regulations which limited the purchase of capital goods with foreign currencies and resolved exchange currency control issues were recommended.</li> <li>• According to researched conducted across 15 sectors, a steady pattern of changes to business conditions was revealed.</li> </ul>
(2)	Promising HRM sectors <ul style="list-style-type: none"> <li>• A group of companies with high growth and motivation exist. Associations also exist. Under the guidance of the government, direct investment has commenced, and new plants have been established in accordance with growth strategies.</li> <li>• Specific sectors were targeted for response based on the above conditions, 1) clothing, 2) food processing, 3) ICT, 4) furniture. etc. were all identified. In this respect cooperate training and expanding associations are critical. A follow-up of PMP graduates who are managers is necessary.</li> </ul>
(3)	Future expectations <ul style="list-style-type: none"> <li>• Many sectors must innovate going forward. The education of managers is particularly important for HRM development in order to foster innovation.</li> <li>• Training needs of marketing methods are also necessary.</li> </ul>

#### Course Setting

A course on the subject of HRM (specifically targeted to middle managers) is essential to preparing for the time when Uzbek companies begin conducting business with Japanese companies. The contents of existing business course in UJC was reviewed, and various new courses were earmarked for expansion.

- As a sectoral approach, the UJC business course needs to expand the customer base to provide corporate training and collaborative training sessions with associations. These approaches will increase the SME promotion menu in the UJC business course.
- In addition to the PMP course, SC must evaluate offerings in accordance with needs and demand.
- Grouping the SC and HRM of marketing are necessary.
- Both advanced HRM and the HRM education of staff working at the frontline are necessary. It has also been pointed out that Japanese HRM can be leveraged as a method for technical transfer towards innovation. The future business direction between Japan and Uzbekistan needs to be considered going forward.
- The need for consultations and cooperate trainings will be reviewed.

#### 4.4.2 Training in Japan

At the time of each training in Japan course, one staff member from the UJC Business Course Operation Management Department or an alternate UJC department attended the training in Japan with participants. The UJC staff member who participated in the training completed the task chart from the UJC Business Course Operation Management Group. In addition, after training, the UJC staff reported on lessons learned and submitted proposals to improve subsequent training in Japan courses to the UJC Business Course Operation Management Group.

#### 4.4.3 Business Course Administration and Management System

In order to strengthen the UJC Business Course Operation Management System, Consultants discussed the annual business course policy with the UJC Business Course Operation Management Group. In addition, the projected annual business course plans were clearly described and shared to improve efficiency.

Tasks for the staff members at the UJC Business Course Operation Management Department were clearly set up and operated by each person. Each staff member gained the experience of operating various new courses to strengthen their individual capacity for management and operational skills. Moreover, OJTs by Japanese experts were implemented to individually support their weaknesses and promote potential abilities. When newly hired staff members joined as "assistant staff members", a UJC Business Course Operation Management Department staff member was nominated as a mentor. The mentor was responsible for explaining administration work and operational processes.

#### 4.4.4 Organizational Development Plan

As an organizational objective of the UJC business course, the "Intermediate Indicators" as the Key Performance Indicators (KPI) (indicators of activities to achieve this index) were set, monitored, and managed as a contribution to PDM indicators. At the beginning of every year, the annual business course plan was presented (including the organization development plan) and confirmed with the UJC Business Course Operation Management Group.

**Table 4-44: Setting and Transition of Intermediate Indicators**

Outputs from PDM	Intermediate Indicators	2016	2017	2018
Output 1: Practical business courses are regularly provided by UJC, including topics on Japanese management, quality control and production control.	Number of training weeks	143	183	199
	Number of new courses and subjects	5	7	11
Output 2: UJC programs are sustainably operated utilizing local resources and networks.	Rate of increase in tuition fee of PMP course from 2016	0	+1.32	+1.58
	Number of instances of cooperation with other departments in UJC (number of implementations)	5	9	13
Output 3: A management system was established at UJC as a base for enhancement of business human resources networking and information sharing between Uzbekistan and Japan.	Number of targets for information transmission (Newsletter, Mailchimp)	8,000	9,000	10,000
	Number of new types of information SNS services	1	2	3

#### 4.4.5 Human Resource Development Plan

The Human Development Plan of the UJC Business Course Operation Management staff members in Tashkent and Bukhara is summarized in the following table. Workshops were implemented. These are integrated as a part of the organizational development.

**Table 4-45: Schedule of the Human Resource Development Plan**

Time	Activities	Results
January 2016	Supported the HRM plan.	<ul style="list-style-type: none"> <li>Made the management plan in 2016</li> <li>Created each business task sheet and self-development sheet</li> </ul>
April 2016	Implemented the workshop to improve the operation in UJC business course.	<ul style="list-style-type: none"> <li>Discussed the improvement of PMP business plan</li> </ul>
May 2016	Implemented the workshop to improve the operation in UJC business course.	<ul style="list-style-type: none"> <li>Discussed the publicity of SC to PMP graduates</li> </ul>
June 2016	Implemented the evaluations (half year of 2016) and 360-degree evaluations through an interview.	<ul style="list-style-type: none"> <li>Reviewed and modified each business task sheet and self-development sheet through the individual interview.</li> </ul>
August 2016	Implemented a workshop to improve operations in the UJC business course.	<ul style="list-style-type: none"> <li>Discussed PR activities in the UJC business course.</li> </ul>
November 2016	Implemented evaluations in 2016 and 360-degree evaluations through an interview.	<ul style="list-style-type: none"> <li>Evaluated each business task sheet and self-development sheet through the individual interview.</li> <li>Created the work evaluation in 2016 for each staff member.</li> </ul>
June 2017	Implemented a workshop to improve the operation in UJC business course.	<ul style="list-style-type: none"> <li>Reviewed activities and tasks.</li> </ul>
June 2017	Implemented evaluations (half year of 2017) and 360-degree evaluations through an interview.	<ul style="list-style-type: none"> <li>Reviewed and modified each business task sheet and self-development sheet through the individual interview.</li> </ul>
September 2017	Implemented a workshop to improve operations in the UJC business course.	<ul style="list-style-type: none"> <li>Reviewed work allocation for each staff member.</li> </ul>

Time	Activities	Results
December 2017	Implemented evaluations in 2017 and 360-degree evaluations through an interview.	<ul style="list-style-type: none"> <li>Evaluated each business task sheet and self-development sheet through an individual interview.</li> <li>Created work evaluations in 2017 for each staff member.</li> </ul>
January 2018	Implemented a workshop to improve operations in the UJC business course.	<ul style="list-style-type: none"> <li>Reviewed the work allocation for each staff member</li> </ul>
July 2018	Implemented evaluations (half year of 2018) and 360-degree evaluations through an interview.	<ul style="list-style-type: none"> <li>Reviewed and modified each business task sheet and self-development sheet through the individual interview.</li> </ul>
July 2018	Implemented the Off-JT (2 days).	<ul style="list-style-type: none"> <li>Discussed HRM and organization development in the UJC Business Course Operation Management Department</li> </ul>
December 2018	Implemented evaluations in 2018 and 360-degree evaluations through an interview.	<ul style="list-style-type: none"> <li>Evaluated each business task sheet and self-development sheet through the individual interview.</li> <li>Created the work evaluation in 2018 for each staff member</li> </ul>

#### 4.4.6 Database Development Plan

As part of the Database Development Plan, three types of databases were created. Consultants cooperated to improve the three databases with staff members from the UJC Business Course Operation Management. The three databases are listed below.

- 1) A searchable database in Russian of PMP graduates and participants in SC. This database made it possible to search Industry-based databases by keyword and provided information to Japanese firms.
- 2) A personal details database in Russian containing information about PMP graduates and participants in SC. The primary use of this database is to assist in updating database information gained through the follow-up survey.
- 3) A human resources exchange database in Japanese which is used for receiving and sending business information.

#### 4.4.7 Business Personnel Exchange Plan

As part of activities undertaken by the business personnel exchange, the following contents were contemplated: 1) database, 2) activities at UJC, and 3) the development of a system. These information was arranged and gained results as follows.

**Table 4-46: Database of Business Personnel Exchange**

Uzbekistan	Japan	Progress/Results
Rules and regulations on direct investment and guidelines	Guidelines for trade and investment, and trade-related regulations and documents	<ul style="list-style-type: none"> <li>Information related to Uzbekistan was collected from JETRO.</li> <li>In regard to Japan, information it is still in the process of being gathered.</li> </ul>
Exhibitions and related information	Exhibitions and related information	<ul style="list-style-type: none"> <li>Information was collected from JETRO.</li> <li>Holding an introduction seminar with JETRO is under consideration.</li> <li>Future activities related to Japan are in planning.</li> </ul>

Uzbekistan	Japan	Progress/Results
UJC human resource bank (good practices)	Supporting incentives and schemes for Japanese companies to facilitate direct investment and trade expansion. Networking information about the supporting institutions.	<ul style="list-style-type: none"> <li>Created and distributed a booklet, “50 Success Stories” from PMP graduates.</li> <li>Future activities related to Japan are in planning.</li> </ul>
Listing of companies by PMP graduates who have expressed interest in pursuing businesses with Japanese companies.	Listing of companies that have expressed interest in pursuing business with Uzbekistan	<ul style="list-style-type: none"> <li>Formalized and published list of companies.</li> </ul>
Listing of Japanese companies located in Uzbekistan	Listing of Uzbekistani companies located in Japan. Listing of Uzbekistani people residing in Japan.	<ul style="list-style-type: none"> <li>Formalized and published list of companies.</li> </ul>
Listing of business promotion consultants, concerned parties and agents in Uzbekistan	Listing of overseas business promotion consultants, concerned parties and agents.	<ul style="list-style-type: none"> <li>Formalized and published a list of related persons.</li> <li>Initiated collaboration with other related organizations (for instance MOU was exchanged with People’s Bank.)</li> </ul>
Good practices from PMP graduates	Creating the booklet “50 Success Stories” as UJC good practices	<ul style="list-style-type: none"> <li>Created the booklet, “50 Success Stories” from PMP graduates in Russian and Japanese.</li> </ul>

**Table 4-47: Activities of Business Personnel Exchange**

Activities	Contents	Progress/Results
Study in Japan (UJC operation)	Promotional activities (Media and external relations) Hold UJC HR seminars (Video messages and good practices are included)	<ul style="list-style-type: none"> <li>Created promotional videos by PMP graduates’ companies and released them on the UJC website and YouTube.</li> </ul>
FAM (Familiarization Trip) Tours (by the tour operators)	FAM tours (by the tour operators) for PMP graduates and participants in BC	<ul style="list-style-type: none"> <li>Two types of FAM tours have been planned by other Japanese companies: 1) Tours for PMP graduates by a Japanese Consultant, and 2) Tours by a Japanese travel company.</li> <li>A business tour will be arranged in March 2019 for Japanese business people by the Japanese travel company referred to above.</li> </ul>
Support provided to participate in exhibitions in Japan	Support for the participations in exhibitions held in Uzbekistan	<ul style="list-style-type: none"> <li>Introduced PMP graduates’ companies in collaboration with JETRO.</li> </ul>
Networking with the concerned parties	Support for surveys sponsored by the institutions (such as JICA, JETRO and others)	<ul style="list-style-type: none"> <li>Established contact with a Japanese company expressing interest in SDGs.</li> </ul>
Introduction of the companies and people (first contacts)	Introduction of the companies and to people (first contact)	<ul style="list-style-type: none"> <li>Set up meetings between PMP graduates with JICA and JETRO missions and facilitated introductions based on their preferences.</li> </ul>

**Table 4-48: Organizational Development of Business Personnel Exchange**

Activities	Contents	Progress/Results
Organizational Development	Enhancement of the function of the Japan Secretariat within UJC	<ul style="list-style-type: none"> <li>• Arranged Japanese personnel exchanges expert.</li> <li>• Examined functionality of the Japan Secretariat within the UJC.</li> </ul>
	Hosting the business human resources exchange seminars	<ul style="list-style-type: none"> <li>• Implemented business exchange seminars in Tashkent (November 2018) and Tokyo (December 2018).</li> </ul>

#### 4.4.8 Information Services

In order to support future activities of the UJC, Consultants identified potential activities to be implemented to provide information services. In addition to this measure an individual was assigned charge of the service. Following this, target numbers were set and a database was developed. Based on SNS, information services were provided through Facebook and Telegram. Mailchimp (which is a mailing service with an analytical function) was used to publicize the business course program and distribute newsletters.

##### Setting target values for information service:

Although target values were adjusted each year, the target values in 2020 are set at the following.

- 10,000 : The target number of UJC Newsletter subscribers
- 100 : The target number of PMP graduates expressing interest in business communications with Japan
- 50 : The target number of Japanese companies expressing interest in business communications with Uzbekistan
- 100 : The target number of good business practice sheets
- 15 : The target number of resource persons who provide advice to the UJC
- 3 : The target number of companies that commence business communications with the UJC

##### Results of target values for information service:

The results of 2018 were as follows.

- 5,351 : The number of UJC Newsletter subscribers
- 100 : The number of PMP graduates who expressed interest in business communications with Japan
- 23 : The number of Japanese companies that expressed interest in business communications with Uzbekistan
- 50 : The number of good business practice sheets
- 10 : The number of resource persons who provided advice to the UJC
- 10 : The number of companies that commenced business communications with the UJC

#### 4.4.9 Public Relation

In terms of public relations (PR) efforts: information was posted regularly to Facebook (in both Russian and Japanese). On the Russian Facebook page, the UJC business course information was mainly disseminated to attract participants. In Japanese Facebook page, information was posted about Uzbekistan and successful business examples derived from PMP graduates' companies. In addition, Telegram was used to broadcast information regarding the UJC business courses related to specific target groups.



In other PR activities, the simultaneous transmission email system called ‘Mailchimp’ was utilized to share information with PMP graduates and other people interested in UJC activities. The booklet of “50 Success Stories” was created and distributed in the Open Business Forum and Business Exchange Seminars. Newsletters, the UJC business course brochures, and video clips by PMP graduate’s companies were also created and distributed as PR materials.

#### **4.4.10 Trainer Training Plan**

Regarding the Trainer of Training (TOT) development plan, courses and activities by study group were implemented as follows.

##### **(1) TOT Course**

To maintain the ratio of courses provided by local lecturers, work has been undertaken to continue to implement TOT (Training of Trainers). The stage-wise development of trainers consists of TOT 1 (Training methodologies), TOT 2 (Training design), TOT 3 (Self-promotion of the trainers), TOT4 (New: Consulting for becoming a mentor and/or career counselor) and it was conducted over a period of two years. The number of times each course was executed are as follow: TOT 1, twice a year; TOT 2, TOT 3 and TOT 4, once a year.

The TOT club that consists of TOT participants and trainers and the chief lecturer (Ms. Irina is a supervisor) got together to exchange information. The TOT club has been continuously maintained with support from one coordinator from BC.

##### **(2) Evaluation System**

Each participating trainer was closely monitored and regularly evaluated through close communications and assessment of his/her lecture based on the feedback received. A lecturer development sheet was prepared, which includes information on the subject and teaching experiences of the participating trainers and stored as a master file for the lecturers’ database. It also indicated targets and improvement points for their development. The staff members at the UJC Business Course Operation Management Department have meetings with lecturers and make the evaluation sheet together.

##### **(3) Establishment of Research Group**

The Marketing Club and Kaizen Club which are supported by Japanese Consultants, was considered and kaizen Club was established. Kaizen Club was in charge of Japanese Consultants and local lecturers. Targets are PMP graduates and SC participants who express interest and have abilities to strengthen their capacity to become consultants in the future.

##### **(4) Follow-up of Other Research Groups and Clubs**

Many activities for the PMP alumni groups (such as clubs) are to be undertaken as the number of PMP graduates increases. the UJC Business Course Operation Management Department staff members are individually assigned to take care of those clubs and groups. The UJC Business Course Operation Management Department will act as an alumni secretariat to continuously support and provide follow-up for alumni and club activities.

#### **4.4.11 Discussion with the UJC Business Course Operation Management Group**

The following items were discussed with the UJC Business Course Operation Management Group.

- (1) PDM
- (2) The improvement of the financial balance and expenditure in the UJC including the course structure, tuition fees, recruitment of sponsors, and strengthening cooperation of relevant organizations.
- (3) PR and providing information (specifically PMP graduates and other training organizations)
- (4) Holding business seminars for the state committee of the republic of Uzbekistan for tourism development
- (5) Details of new business courses
- (6) New employee members at the UJC Business Course Operation Management Department
- (7) Planning and implementing the OBF
- (8) Implementing business exchange seminars in Tashkent and Tokyo
- (9) Participating in regular meetings in JICA
- (10) Contents regarding cooperation between PMP graduates' organizations and companies and other organizations
- (11) Collaboration with Wakayama University (New)
- (12) Effective utilization of JICA Kansai (New)
- (13) Cooperating with concerned parties and agencies such as JETRO

#### **4.5 Other Special Notes**

Other special notes are described in detail below.

##### **4.5.1 Appearance and Cooperation Activities of New Stakeholders**

Since the birth of the new administration in 2017, Uzbekistan has shifted from past progressive economic liberalization policies to open external economic policies and state-owned enterprise reforms and the promotion of the private economy. The UJC business course has been anticipated by governmental officers. These phenomenon are corroborated by information provided by JETRO. Initially, a MOU for joint activities with PMP graduates was considered. However, other organizations (including governmental organizations) have interests in having MOU with the UJC.

- 1) Support related to governmental organizations such as People's Bank for the business reform
- 2) Collaboration with UJC on the Tourism Promotion Project with the National Tourism Investment Committee

The UJC will continue to manage correspondence, including requests and demands from customers to support overall economic reform in Uzbekistan.

## **Chapter 5 The Implementation Status of the Challenges, Problem Solving, Lessons Learned, and Recommendations**

### **5.1 Challenges and Problem Solving**

Despite achieving many of targets during the Project's 3-year term to date, changes to local circumstances were greater than anticipated. As a consequence, a plethora of new issues emerged. In addition to finding solutions to these problems, the Project was tasked to improve effectiveness and efficiency in the UJC business course operation and management. The following summary outlines some of the task management issues which addressed.

#### **5.1.1 Revitalization of the Efforts of Other Organizations**

After reviewing the results of the needs survey, the UJC business course curriculum was revised and updated. However, collaboration with sector related organizations and holding joint seminars and trainings proved difficult. This is because it was difficult to source such organizations and form cooperative partnerships.

In contrast, following the inauguration of the new administration in 2017 in Uzbekistan, new challenges related to business arose, and were successfully addressed. An example of this type of issue can be observed in identifying the need to revitalize the private sector and accommodate the growing need for operational reform of government agencies. This need alluded to interrelated demand for business reform within PMP graduates' companies. The UJC business courses provided appropriate courses and private partnerships to meet company's needs.

In the case of devices, the UJC provided seminars for the governmental tourism agency and a governmental organization (bank) based on their requests for support. Specifically, the UJC provided business information to the National Tourism Development Committee; supported a cultural exchange between Wakayama University and Bukhara National University; and implemented business seminars for People's Bank. Moreover, a training course for tourism was approved as a new program. The possibility that similar requests will be made by private companies and institutions in the future is quite high. In order to meet future demand it will be necessary to work with government agencies and organizations to provide services which satisfy these needs.

#### **5.1.2 Problem Solving Process Toward Expanding Courses**

As one of the UJC business course's new devices, new courses and subjects were established. The courses were created to meet demand and enhance competitiveness. These devices also served to support the financial conditions of the UJC business course. Details are provided below.

- In the UJC business course plan, because an abundance of free courses (regional seminars, business seminars, etc.) were being provided, the number of unpaid courses and subjects were reviewed and limited. One particular focus of this review was to expand the number of SC courses by local lecturers while limiting the number of courses offered by Japanese lecturers. Staff members at the UJC Business Course Operation Management Department submitted course reports and new ideas. This process produced a new subject, "Business Data Analysis", which was proposed by a staff member and was implemented twice in 2018 to positive reception.
- In the SC, the Japanese Consultant installed as the "New Business Development" provided new innovative subjects and implemented courses in the framework of the management strategy. (Unfortunately the aforementioned course was cut due to budget restrictions.)

- In the YSC, support for young entrepreneurs is one of the primary policy focuses of the country. In this context, the Junior Management Program (JMP) was established in 2017 in response to participants' demand for opportunities to learn about soft skills in short courses. The Entrepreneur Program was also established under similar circumstance.
- At regional seminars the high demand for business courses in the UJC Bukhara branch office inspired the development of a new two-week fee-based course named "Business Management Intensive Course". The course was established in 2018 and aimed to impart new value-added content.
- Fee-based consultations delivered by Japanese Consultants were implemented and the number of companies receiving such services increased significantly.
- As the number of new customers from finance increased, the contents of the courses (SC, business seminar, and consultation) were also established.
- In the training course for Women Owners and Entrepreneurs, the workshop with PMP female graduates provided opportunities for participants to pose questions directly to mentors and dramatically improved the quality of the course.

### **5.1.3 Contribution to Financial Contribution**

The expansion of the financial base is an issue at the UJC. To overcome this issue, reasonable tuition fees were proposed, and the number of SC was expanded greatly to increase income. In addition, regional seminars held in Bukhara commenced charging fees for services rendered.

### **5.1.4 Improving the Effectiveness of the Training in Japan Courses**

Issues concerning the training in Japan course were mainly concerned with visualizing outcomes. Details are outlined below.

- Japanese Consultants advised and consulted participant's regarding their action plans during training, implemented individual follow-up support processes, and conducted surveys after training.
- The online application process for PMP graduates resulted in a long list of potential candidates. Individuals were selected from this list based on their answers to questions about their purposes and targets and what they hoped to achieve from training in Japan. A subsequent short list was created by staff from the UJC Business Course Operation Management Department. Interviews were conducted to choose appropriate participants. Successful applicants were confirmed by the UJC Business Course Operation Management Group.
- Business Exchange Seminars in Tashkent and Tokyo were implemented as a substitute for the training in Japan course. These similar types of business seminars are expected to be held once a year between Uzbekistan and Japan in the future.
- Business tours by a Japanese travel company were proposed for business people who are interested in training in Japan courses.

### **5.1.5 University Collaboration with Wakayama University**

In an effort to revitalize the UJC Bukhara branch office and the development of tourism in Bukhara the UJC contributed to a collaboration between Wakayama University and Bukhara National University. To facilitate the collaboration, based on a request from the National Tourism Development Committee, the UJC was involved, similarly Wakayama University has expressed interest in international development and Uzbekistan. MOU was concluded between Wakayama University and Bukhara National University in April 2018 and future plans include further human resources exchanges and academic exchanges. There is potential for the UJC to facilitate business exchanges between Japanese universities and universities in Uzbekistan, as well as promoting inter-university collaboration. It is recommended that the UJC conduct further studies to enhance the development of Wakayama University and provide support for other Japanese universities in the future.

## **5.2 Lessons Learned**

Lessons learned about the UJC Business Course Operation Management Group (relation with the C/P organizations), the course administration, and the project design have been illustrated below as a point of reference for future scenarios.

### **5.2.1 Business Course Design**

In terms of assigning Consultants within the UJC business course, an additional Consultant was assigned the title “New Business Development” and was tasked with providing a new innovative subject. The new course was implemented within the framework of the management strategy. The UJC business course was able to provide Japanese management skills through specialist Japanese Consultants and added and changed courses to match participant’s needs and interests.

To secure the financial foundation at the UJC, business courses provided by Japanese lecturers were successful in securing revenue. However, the cost of hiring the interpreters and translators using the overseas business enhancement expenses presented itself as an issues. To combat this in the future, consideration of balanced lecturer placement is essential. In addition, negotiating a pragmatic annual business course plan with the UJC Business Course Operation Management Group proved important. A specific caveat is that the announcing the reduction of the overseas business enhancement expenses in advance, will allow the UJC Business Course Operation Management Group to better manage finances. A note of caution is that implementing free courses raise awareness and address socially necessary contents, removing these completely is equally undesirable.

Another example of an issue in the course design, is that the UJC Business Course Operation Management Group set tuition fees and operated a course with fewer participants than expected. Although Consultants provided advice (such as increasing tuition fees), some of these proposals were rejected. For that reason, establishing a system to retain internal tuition fees is certain to present future challenges. In addition, greater consideration to planning the appropriate number of courses to meet the UJC goals is required.

## **5.2.2 Implementation and Management of the UJC Business Course**

The implementation of the needs survey provided a tool to identify the needs and details about human resource development (business field, type of occupations, and positions) across 12 business sectors. These results were evaluated to improve the operation of the UJC Business Course. However, the survey materials were not able to be used effectively or shared with other related institutions. This is partially attributable to the inauguration of the new administration in Uzbekistan in 2017. The radical impact of such broad structural change could not be incorporated into the survey. Therefore, updated devices for the UJC business course plan are needed to assist with future decision making.

It is possible for the majority of UJC business course administration to be undertaken by the UJC Business Course Operation Management Department staff. After implementing the course and updating coming courses a report was prepared detailing the creation of an operation and management system for staff members at the UJC Business Course Operation Management Department.

The next step will entail securing a process to ensure regular updates to the system and improving the planning skills of those responsible for planning new courses. Japanese Consultants will be required to provide continued support to the UJC Business Course Operation Management Department; including external communications.

Lessons were also learned about the arrangement of Japanese lecturers. Whilst a certain number of local lecturers were secured the PDM requirements recommend a slight increase in the assignment of Japanese Consultants. This will ensure that innovative courses continue to be added and further improve the effectiveness of the core courses. Although the effective implementation of consultations has been described above; it is necessary to underscore an increase enhancement of the practices provided by Japanese Consultants in the future. Furthermore, providing a package consultation (including lectures, a training plan, and assistance with implementation) for trainee groups within companies are required.

## **5.2.3 Promotion of Business Exchanges with Japanese Companies**

As a means of promoting business activity between Uzbekistan and Japan, Business Exchange Seminars in Tashkent and Tokyo were carried out in 2018. As specified in the analysis of these business seminars, the specific interests of many Uzbek and Japanese companies became clear. For instance, the high demand for positions in the training in Japan courses lead a Japanese travel agency to organize a trial business tour in 2019. It is expected that active information gathering will be a primary objective of both Uzbekistan and Japanese business people. This will ensure that business exchanges will continue. In this context, the UJC will assume the position of "human resources exchange platform" introducing PMP graduates' companies. During these future endeavors follow-up and support provided by Japanese Consultants will remain necessary to support participants of the training in Japan courses.

In 2025, towards to achieving the Overall Goal, the business relationship between PMP companies and Japanese companies was limited to 7 cases (17%) in 2018. A scenario of the function of the Japan Secretariat within UJC has not made progress. It has been proposed that Japanese companies should be introduced to PMP graduates' companies at the beginning of their partnership to improve relations. A business tour offers many advantages, including the ability to demonstrate the finer working points of industry and the business market in Uzbekistan. In order to educate participants about how to initiate business exchanges with Japanese companies, Japanese Consultants will continue to be required in order to act as business matching experts.

These additional activities demonstrate potential to actively encourage people to visit the UJC and create new business opportunities.

#### **5.2.4 Organizational Development**

Systemization of human resource development is necessary as a step toward organizational development. Consultants assisted with the evaluation system, recruitment methodology, and target management method for the UJC HRM. In addition, the evaluation process of the existing system necessitated a renewal of work responsibilities of staff members and re-tasking individuals to match their strengths and abilities. For future development at the UJC, a series of management policies such as a vision, a mission, and a core value statement must be developed to assist in reconfiguring the UJC. The creation of these guidelines will serve as an opportunity to analyze the current working environment and streamline future UJC assignments.

### **5.3 Recommendations**

Recommendations for the next phase are as follows.

#### **5.3.1 Changes in Business Conditions and the Environment**

Demand for new business courses and subjects according to participant's needs is expected to grow due to changes in the Uzbekistan's governmental structure. Notable changes in the environment which impacted on the UJC during the project commencement period are as follows.

##### **(1) Changes in the System of the Government in Uzbekistan**

In Uzbekistan, the inauguration of the new president has accelerated trends in the outcome type of business conducted by public institutions. In addition, a propensity toward implementing business improvement inside companies and fostering the growth of innovative young executives is trending. Therefore, new customers to the UJC are emerging. Requests from governmental agencies and organizations such as finance and tourism resulted in seminars and training being provided by the UJC. As such, the UJC is advised to consider providing training for executive candidates and implementation courses related to capacity building.

##### **(2) Business Personnel Exchange Opportunities**

Opportunities to conduct business exchanges between Uzbekistan and Japan were expanded by implementing Business Exchange Seminars in Tashkent and Tokyo and a trial business tour was organized by a Japanese travel company.

The business exchange seminars obtained positive evaluations. Additional information about business exchange models undertaken are shown below.

- STEP 1: Trial business tours organized by a Japanese travel company will be conduct.
- STEP 2: Trial group business tours based on the specific themes will be conduct.
- STEP 3: Continued implementation of training in Japan by the UJC  
Continued implementation of follow-up surveys related to training
- STEP 4: Business group tours based on the specific themes will be conducted.
- STEP 5: Japanese Consultant(s) will provide instruction regarding the action plans in order to facilitate business exchange opportunities between Uzbekistan and Japan.
- STEP 6: Companies from Uzbekistan will visit Japan to market their businesses to Japanese companies with support from Japanese Consultant(s).

In addition, the following activities have been planned as potential methods of promoting business personnel exchange opportunities with Japanese companies (elaborated upon in earlier sections) are shown below.

- 1) Enlightenment activities (open seminars) for PMP graduates; implementation of business exchange seminars; and the continuation of follow-up support for participants who register for the training in Japan courses
- 2) Business matching Japanese experts will train selected Uzbek businesses, companies and people through training
- 3) Consideration of a process to repatriate the Japan Secretariat within the UJC and the Uzbekistan Secretariat to Japan
- 4) Providing supporting for Uzbekistan business seminars for Japanese companies in cooperation with JETRO

### **(3) Resource Change (Lecturers)**

The UJC business course has been regularly improving courses, seminars, and subjects to ensure quality. However, sourcing excellent, new lecturers who provide their services at competitive rates has proven challenging. The different employment forms among varying universities has limited the search for new lecturers as short-term lecturers in new fields cannot be requested. However, there are contingencies to request lecturers who demonstrate expertise in specific areas. Also, in respect to Japanese interpreters, the UJC business course has often relied on a sole individual to perform the majority of duties. This practice is high risk. In order to mitigate the risk, an interpreter training course is planned.

### **(4) Responding to Initiatives of the UJC Business Course Operation Management Group**

There have been cases where designing and implementing new business courses based on the direct requests from external stakeholders such as the National Tourism Development Committee.

### **5.3.2 Prospects for Achieving PDM Indicators and Proposals for Implementation**

Table 5-1 summarizes the outline of the achievement of PDM indicators. In regard to the Project Goal, it is expected that targets will be met. Preparation for achieving the “Overall Goal” in the PDM and the results of the business matching are also expected to be met within a similar timeframe. Recommendations on implementation in the next phase are summarized below.



**Table 5-1: Progress on the Achievement Status and Proposals to the Next Phase Based on the PDM**

<Overall Goal>	<Indicator> (2020) (2016-2020) (5 years)	Results (From January 2016 to December 2018)	Issues	Proposals to the next phase (2019-2020)
UJC contributes to promotion of SMEs and diversification of industry in Uzbekistan as well as to strengthening of relations between Uzbekistan and Japan especially in business.	1. Number of SMEs which benefit from the business services of UJC is increased from 10 to 100.	<u>Target partially achieved (59% achieved)</u> 1. Number of SMEs which benefit from the business services of UJC is increased from 0 to 59.	<ul style="list-style-type: none"> <li>Need to consider to provide support for not only PMP graduates but also various companies and their demands.</li> </ul>	<ul style="list-style-type: none"> <li>Need to strengthen the relationship with non-PMP graduates.</li> <li>Need to increase the training in Japan for the special theme (related to Output-1).</li> <li>Need to provide training and consultation together.</li> </ul>
	2. Number of SMEs operated by UJC graduates that have business relations with Japanese companies is increased from 25 to 42.	<u>Target partially achieved (17% achieved)</u> 2. Number of SMEs operated by UJC graduates that have business relations with Japanese companies is increased from 0 to 7.	<ul style="list-style-type: none"> <li>Need to increase the number of participants for the training in Japan.</li> </ul>	<ul style="list-style-type: none"> <li>Assign the Japanese business matching experts to make the success examples.</li> <li>Collaboration with JETRO.</li> </ul>
<Project Purpose>	<Indicator> (2020) (2016-2020) (5 years)	Results (From January 2016 to December 2018)	Issues	Proposals to the next phase (2019-2020)
Institutional system is established at UJC to develop capacity of business persons to contribute to SME promotion and also to strengthen relations between Uzbekistan and Japan.	1. Number of UJC graduates/participants who expand their business or their career is increased from 100 to 200.	<u>Outperforming target</u> 1. Number of UJC graduates/participants who expand their business or their career is increased from 0 to 204.	<ul style="list-style-type: none"> <li>Although the target was achieved, the number of replies for the follow-up survey was very low and need to improve the way of implementing it.</li> </ul>	<ul style="list-style-type: none"> <li>The course setting (Business Matching and Entrepreneurs Course) is necessary (Output-1).</li> <li>Need to reconsider the way of implementing the follow-up survey.</li> </ul>
	2. The information on business and human resources disseminated by UJC is utilized by target people.	<u>Outperforming target</u> 2. The information on business and human resources disseminated by UJC is utilized by 5,351 target people.	<ul style="list-style-type: none"> <li>Need to increase targeted participants from the governmental organizations and private companies.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen sales to private companies and governmental agencies</li> <li>Planning for quality improvement about the content of information</li> <li>Diversification of transmission methods (SNS and Mailchimp)</li> </ul>

<Outputs>	<Indicator>	Results (From January 2016 to December 2018)	Issues	Proposals to the next phase (2019-2020)
Output 1: Practical business courses are regularly provided by UJC, including topics on Japanese management, quality control and production control.	1-1 Number of PMP graduates/business course participants reaches 1,500 per year by the end of the Entire Project.	<u>Outperforming target</u> 1-1 Number of PMP graduates/business course participants reaches 2,242 per year (6,727 in total from January 2016 to December 2018) by the end of the Entire Project.	<ul style="list-style-type: none"> <li>Need to expand the SC and new courses in the future although the target was achieved. Regarding the regional seminar, implementing seminars in Bukhara will be a main city.</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of courses.</li> <li>Reconsideration of the necessity of business matching support between Uzbekistan and Japan.</li> <li>Improvement of industry analysis ability.</li> <li>Collection and analysis of participant's satisfaction and post-training information linked to database management.</li> </ul>
	1-2 The average rate of satisfaction level of PMP graduates/business course participants reaches 4.50 out of 5.00.	<u>Outperforming target</u> 1-2 The average rate of satisfaction level of PMP graduates/business course participants reaches 4.65 out of 5.00.	<ul style="list-style-type: none"> <li>Able to respond continuously.</li> <li>Need to keep the quality of participant's satisfaction and the follow-up approaches.</li> </ul>	
Output 2: UJC programs are sustainably operated utilizing local resources and network.	2-1 Annual operation plan of UJC is regularly revised based on the formulated annual operation plan.	<u>Outperforming target</u> 2-1 Annual business course plan of UJC was regularly revised based on the formulated annual operation plan.	<ul style="list-style-type: none"> <li>Need to modify the annual operation plans.</li> </ul>	<ul style="list-style-type: none"> <li>Redefining the annual operation plan and reflecting on annual plans in 2019 and 2020.</li> <li>Formulate financial sustainability improvement plan by introducing QuickBooks.</li> <li>Building a system of plan and progress information with UJC managers and staff.</li> <li>Reconsideration of the indicator (2-3).</li> </ul>
	2-2 Balance of revenue and expenditure is continuously checked and analyzed by UJC staff.	<u>Outperforming target</u> 2-2 Balance of revenue and expenditure was continuously checked and analyzed by UJC staff.	<ul style="list-style-type: none"> <li>The details of the UJC financial management situation is difficult to check even the tuition fees have been growth.</li> <li>Need to reconsider HRM (salary system and system) in UJC.</li> </ul>	
	2-3 The share of income brought by UJC activities in the UJC budget becomes 50%.	<u>Target partially achieved (89% achieved)</u> 2-3 The share of income brought by UJC activities in the UJC budget becomes 44.34% (FY 2016 results).	<ul style="list-style-type: none"> <li>The issue is the indicator is affected by the exchange rate.</li> <li>Need to enhance activities implemented by Japanese Consultants.</li> </ul>	

Output 3: Management system is established at UJC as a base for enhancement of business human resources networking and information sharing between Uzbekistan and Japan.	3-1 Number of activities for business human resources networking and information sharing expansion reaches 100.	<u>Target partially achieved (92% achieved)</u> 3-1 Number of activities for business human resources networking and information sharing expansion reaches 92.	<ul style="list-style-type: none"> <li>• Business personnel exchanging opportunities is only the training in Japan.</li> <li>• Need to improve the way of sending business information between Uzbekistan and Japan.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of the function of the Japan Secretariat within UJC.</li> <li>• FAM tours (by the Japanese travel company and delegation tour by governmental agencies).</li> </ul>
	3-2 The average evaluation of participants of activities for business human resources networking and information sharing reaches 80%.	<u>Outperforming target</u> 3-2 The average evaluation of participants of activities for business human resources networking and information sharing reaches 89%.	<ul style="list-style-type: none"> <li>• Business exchange seminars obtained good evaluation.</li> </ul>	

## **(1) Business Course Operation**

Currently, there is no system to reinvest revenue (such as tuition fees) back into the UJC. In addition, an institutional approach to the establishment of local lecturer's employee contracts is necessary. At the same time, an overhaul of the HRM system (salary, promotion) of the UJC staff members is required.

These actions are intended to refine the HRM of the UJC Business Course Operation Management Department. In doing so it will also enhance their abilities and capacities. In turn, this will improve the efficiency of the operation of business courses, improve hospitality for customers, and refine management systems through ICTs.

## **(2) Business Course Planning**

From the perspective of demand, participants come from a diverse field of backgrounds spurred by changes to the business environment. The following countermeasures are suggested for the supply side (the UJC) and for strengthening capacity:

- 1) Consideration rescheduling executive seminars for company executives to weekends
- 2) Reconsider the necessity of increasing courses implemented by Japanese lecturers (Japanese lecturers are not necessary for the PMP)
  - Establish an introductory course on Japanese-style management by Japanese Experts
  - Consideration should be given to setting new courses related to innovation and logistics (SCM) from Japanese lecturers to transfer knowledge related to Japanese technology
- 3) Expansion of the existing entrepreneur course such as providing 'idea creation as systematization'
- 4) The establishment of a business matching course to be provided by a Japanese lecturer
- 5) Implementing a business exchange seminar in Japan
- 6) Setting up special courses for specific institutions (on a needs basis)

Regarding the business course plan (draft) in 2019, the content proposed in JCC of December 2018 is shown in Table 5-2.

Table 5-2: Business Course Plan in 2019 (Draft)

Program	Quantity	Duration	Target audience	Objectives
<b>Programs, courses and consultations</b>				
Professional Management Program (PMP)	2	6 months	Businessmen, entrepreneurs, top managers, middle managers, managers, specialists, experts.	<ul style="list-style-type: none"> <li>to give advanced and the most modern knowledge and skills in business administration</li> <li>to introduce Japanese style of management (production management, Kaizen, HRM, marketing)</li> <li>to contribute to development of SME in Uzbekistan</li> <li>to influence on starting up new businesses of PMP graduates</li> <li>to boost business networking among graduates</li> </ul>
Specialized Courses (SC)	35	5-7 days/course	senior managers, mid-level manager and specialist as well as rank and file officers interested to enhance personal and professional management capacity.	<p>Specialized courses are intended for professionals with profound expertise seeking to extend their knowledge base and skills in a specific business discipline.</p> <p>Specialized courses are featured high quality, intensive, interactive, practical and in-depth study oriented short-term courses. Each course covers the specific topic of business discipline that enables to give the insights for solving real business issues.</p>
Young Specialist Courses (YSC) - Soft Skill program	2	1 month	students of Universities graduates of colleges post graduates young specialists	<p>To provide personal development basis for building a successful career, as well as preparation for the PMP</p> <p>To get tangible professional skills which can be implemented immediately</p> <p>To develop and support the upgrade of common and necessary knowledge and skills;</p> <p>To contribute to human resource development for potential entrepreneurs</p>
Young Specialist Courses (YSC) - Entrepreneurship Program	1	10 days/course	students of Universities graduates of colleges post graduates young specialists	<p>To get tangible professional skills which can be implemented immediately</p> <p>To develop and support the upgrade of common and necessary knowledge and skills;</p> <p>To contribute to human resource development for potential entrepreneurs;</p>
Training of Trainers (TOT)	2	5-10 days/course	PMP graduates, trainers who would like to improve skills, business people who would like to gain skills to provide trainings	To develop local resources in order to prepare trainers who can teach in UJC and on local market
Executive Management Program	2	10 days over weekends	TOP managers (non PMP) who would like to update the management skills	To help newly assigned top managers in various sectors (public and governmental sector) to help update and renovate business management skills with Japanese experts

Program	Quantity	Duration	Target audience	Objectives
Corporate trainings	5	5 days/course	PMP graduate Companies for staff development	Help PMP graduate companies with a professional human resource development, sharing knowledge from Japanese experts and local experts
Tailor made course upon agreement	4	10 days /Course	Courses set up with an agreement with the requested organizations	To provide specific courses/ tailor made upon the agreement
Women Entrepreneurship	2	5 days/course	Business Women who would like to open up a business and understand the business model development	To support to inclusive growth and promote “a society where women can shine” as proposed by the Japanese government. This new business course is aimed at specializing in supporting the development of female managers and entrepreneurs. This course supports new product development from women’s perspectives, human resources management in the company and training women managers and entrepreneurs.
Regional courses (SR1)	5	3 full days	Kaizen Courses in Samarkand and Fergana Valley ++	Regional courses are tailored for managers to get to know the Kaizen.
Regional Courses (SR2)	3	intensive courses	Executives, Managers in Bukhara Region	The intensive course is tailored for managers in Bukhara Region. Main goal is to enhance business skills of regional entrepreneurs
Preparatory course for Study tour in Japan participants	2	2 days/course	Study in Japan participants	To provide basic knowledge on Japanese business manners and basic phrases for communication
TOT	2	5-10 days/course	PMP graduates, Practical business trainers who would like to improve their skills, Business people who would like to gain skills for training	Preparation of business coaches with modern methods of teaching business people, with the prospect of teaching in the UJC and in the local market.
Consultations	12	companies	Companies with a PMP management	Follow up PMP graduates, provide them best practices from Japan through Japanese experts
<b>Seminars and Clubs</b>				
Business Seminars	15	3 hours	Businessmen, entrepreneurs, top managers, middle managers, managers, specialists, experts, young specialists, students.	<ul style="list-style-type: none"> <li>• to give advanced and the most modern knowledge and skills in business administration</li> <li>• to boost business networking among graduates</li> <li>• to introduce Japanese style of management (production management, Kaizen, HRM, marketing)</li> <li>• to contribute to development of SME in Uzbekistan</li> <li>• to invite well known businessmen as lecturers</li> <li>• to develop teaching skills of our lecturers</li> <li>• attract visitors to UJC</li> <li>• PR of courses and activity of UJC</li> </ul>

Program	Quantity	Duration	Target audience	Objectives
Interactive Open Seminars (IOS)	10	3 hours	students of Universities graduates of colleges post graduates young specialists	Promote Uzbekistan-Japan Centre courses and to provide personal development basis for building a successful career
Open Business Forum	1	full day	Business matching with Japanese companies / PMP companies/ Innovation inducement	Annual conference of UJC for PMP graduates and invited speakers
A club	6	3 hours	The society of PMP graduates, progressive businessmen of Uzbekistan	To form up social partnership and ensuring possibilities for interested parties and ensuring possibilities in creation business and organization aims, sound strengthening of business contacts, development and realization of business projects, joint development and growth. Young graduates wishing to start new business may get access to technologies, experience, and capital of more experienced entrepreneurs. Businessmen may receive opportunity to find young partners among PMP graduates and try themselves as business angels and investors
Kaizen club	6	3 hours	PMP, SC graduates	Enhance kaizen skills and sharing knowledge and practices from Japan
TOT club	8	3 hours	TOT graduates, UJC trainers	To develop trainers' skills To provide platform for mastering skills
<b>Study in Japan</b>				
PMP study tour	1	17 days	Excellent graduates of PMP	<ul style="list-style-type: none"> <li>to contribute to professional development of UJC graduates</li> <li>to give advanced and the most modern knowledge and skills in business administration</li> <li>to introduce Japanese style of management (production management, Kaizen, HRM, marketing)</li> </ul>
Cost sharing	2	10 days	PMP and Specialized Courses graduates	To provide opportunity for Business Courses graduates to see in reality how knowledge and skills that are taught in UJC are applied in Japanese companies To provide opportunity to establish business relations with Japanese companies