

Human Resources Development for Promotion of Market-Oriented Economy



Project Site Tashkent

1. Background of the Project

Since independence in 1991, Uzbekistan has promoted a market-oriented economy, but the reforms did not progress smoothly due to a lack of information on and knowledge of market-oriented economies among government officials. As a result of the situation, the Government of Uzbekistan established the Academy of State and Social Construction for the purpose of retraining management officials and undertaking human resources development. The Government of Japan focused attention on this Academy and selected seven themes in relation to a market-oriented economy 1) Japanese Administration, 2) Economic Policy/Industrial Policy, 3) Business Enterprise Management, 4) Enhancement of Service Standards, 5) Public Health/Social Security/Environmental Policy, 6) Financial and Monetary Policies/Account Auditing, 7) National Land Development/ Regional Development) and provided co-operation in the form of Dispatch of Experts who gave lectures, Acceptance of Trainees, and provision of machinery and equipment.

2. Project Overview

(1) Cooperation Period

1 March 1997-29 February 2000

(2) Type of Cooperation

Cooperation to Support Formulation of Key Government Policies

(3) Partner Country's Implementing Organization

Academy of State and Social Construction

(4) Narrative Summary

1) Overall Goal

A market-oriented economy is promoted in the

areas in which the auditing students of the Academy of State and Social Construction are involved.

2) Project Purpose

Government officials become aware of the aspects of a market-oriented economy through training received at the Academy of State and Social Construction.

3) Outputs

- a) Auditing students in the Academy understand a market-oriented economy.
- b) Lecture notes and materials are made public and used for self enlightenment and works of auditing students.
- c) Auditing students in the Academy understand the Japanese system.

4) Inputs

Japanese Side

Long-term expert	1
Short-term experts	40
Trainees received	22
Equipment	5.7 million yen

Uzbekistan Side

Counterpart
Land and facilities
Equipment
Local cost

3. Members of Evaluation Team

Team Leader:

Noriyuki TAKAYAMA, Professor, The Economic Institute, Hitotsubashi University

Market Economy:

Yoshiaki NISHIMURA, Professor, The Economic Institute, Hitotsubashi University

Co-operation Planning:

Midori NANBA, Deputy Director, Regional Department II, JICA

4. Period of Evaluation

15 December 1999-25 December 1999

5. Results of Evaluation**(1) Efficiency**

Regarding the seven areas upon which all people concerned agreed, the intellectual transfer was completed as scheduled by the dispatch of mainly short-term experts.

(2) Effectiveness

After the graduates of the Academy returned to their offices, they used the knowledge acquired in lectures, made recommendations for the reforms of a market-oriented economy and began to produce research reports that can be a base for policy formulation. Also, as some graduates were already involved in policy-making for a market-oriented economy, it was judged that the project purpose was achieved.

(3) Impact

The Uzbek people became familiar with and developed an understanding of Japan through the broadcasting of television programs that were made by participants trained in Japan, and also through publicity on the Internet. Also, regarding the achievement of the overall goal, it was expected that knowledge transferred would be used by the young officials in their respective areas, who might be promoted to higher posts in the future, which would further promote a market-oriented economy.

(4) Relevance

After graduation from the Academy and return to their offices, many officials were given key posts. Therefore, the project was considered to have contributed significantly to long-term human resources development. However, initially the Japanese side intended to directly influence policy making, but as there was a big discrepancy between the policy-making systems of Japan and Uzbekistan and other transitional countries, there was a large constraint to realizing this goal.

(5) Sustainability

Through this project, the level of understanding of market-oriented economies in the Academy was enhanced and its management capacities were significantly strengthened. The Academy planned to continue holding courses independently in the areas that help promote a market-oriented economy; therefore, the knowledge and know-how transferred by this project shall definitely be carried over through the counterparts and the graduates of the Academy who are potential candidates for professors. But because the economic situation in Uzbekistan is still severe, securing the necessary budget for materials and textbook development is an outstanding issue.

6. Lessons Learned and Recommendations**(1) Lessons Learned**

As the market-oriented economy in Uzbekistan was originally implemented based on its own policies and measures, radical recommendations for reform would not be realistic. It was considered important to examine the co-operation depending on the speed of reform in the country.

(2) Recommendations

The Academy requested the further dispatch of Japanese experts for some lecture areas. It was recommended to dispatch the experts in the lecture area which Japanese Government could respond.