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**Management Training Programme (MTP) – Capacity
Building for SME Management in Uzbekistan**

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A Guide to MTP Internships in EU Companies

Prepared by Konstantinos Bakolas, Senior NKE

Disclaimer

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4 avenue, Amir Temur street, Tashkent city, 100047, Uzbekistan
Fax/Phone: (+998 71) 233 5901/(+998 71) 233 6406
E-mail: mtp@mtpeu.uz Website: <http://www.mtpeu.uz>



LIST OF ABBREVIATIONS

Acronyms	Definition
CCIU	Chamber of Commerce and Industry of the Republic of Uzbekistan
BSO	Business Support Organisation
EU	European Union
EUD	European Union Delegation
MTP	Management Training Program
CIS	Commonwealth of Independent States
IMF	International Monetary Fund
GOU	Government of Uzbekistan
WB	World Bank
SME	Small and Medium Enterprise

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1. Foreword

The rise in global competition for a skilful and innovative workforce brings opportunities for businesses in Uzbekistan to gain a competitive edge. Developing an internship program can be an impactful strategy for investing in a business's future successes. Such internship programs provide the answers to some of businesses' most challenging issues, such as ways in developing an expansion strategy, gaining fresh perspectives, and even enhancing skills for becoming future business leaders.

An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skill development in a professional setting. In this case, the MTP internships foresee to enhance professional development and business cooperation among Uzbek managers and entrepreneurs with EU based organisations and enterprises, through the exchange of experience and application of international best practices. A learning agenda in the form of specific learning objectives is established prior to the start of the internship, through the provision of targeted training seminars underlining the business theories and specific case studies from the market. The MTP internships provide an opportunity for instant communication and feedback and inspire interns' commitment to the business as they build personal relationships. It also allows greater personal interaction with the interns and the EU Company, assisting in gaining a better understanding of their areas of interest and skills that may help when assigning project tasks.

An internship program is an often overlooked, untapped resource among businesses. Creating and maintaining an internship program is not as time-consuming or difficult as one may think. This guide will outline the basic fundamentals involved when preparing and participating at an internship program, and will also illustrate that the benefits of an internship program far exceed the costs involved. Additionally, it will help the intern in understanding the principles for achieving success during internship and will also provide guidance to interested applicants for applying to the internship programme.

This Guide is divided into 9 chapters. It follows a logical flow in which the first chapters (*Chapters 1 – 5*) describe:

- a) the SMEs role in socio-economic development of Uzbekistan,
- b) a current overview of the SME sector in Uzbekistan;
- c) the mandate of the project '*Management Training Programme (MTP) – Capacity Building for SME Management in Uzbekistan*', its specific objectives and expected results.

At the last chapters (*Chapters 6 – 9*), this guide will provide useful information and tips for:

- d) applying for the internship (*information for interested applicants*)
- e) participating at the internship programme (*information for interns*)

We stress the importance for a well-developed internship program, as it can bring significant long-term benefits to an organization. Some of these benefits may include new perspectives, enthusiasm, ideas, and the most up-to-date practices, as well as providing the organization with an additional workforce for special projects or for filling in the gaps during peak workloads.

This guide will provide the reader with the necessary information in order to prepare and participate successfully at MTP internship program. However, the initial development of the internship program may take some time, but it will surely bring long-term benefits to the participant. Most employees at EU hosting organisations will be enthusiastic and motivated

individuals who are eager to contribute to your business by applying their skills. Tap into this potential and see the many benefits it can bring to your organization.

2. The role of SMEs in the socio-economic development of Uzbekistan

The economy of Uzbekistan, despite the world economic crisis continues to express a dynamic economic growth. Step by step economic reforms and high government investments were the drivers of the economy. This is recognised by relevant international actors as IMF, WB, EU and others. As emphasised by President Islam Karimov in a key note speech made at the International Conference “*The role and importance of small business and private entrepreneurship in implementing the social and economic policy in Uzbekistan*”, “The per capita income over the last seven years has increased threefold. A constant surplus of the current accounts balance is being secured, so is the low total external debt at 10-12 % of GDP, with an almost zero internal public debt and sufficient currency reserves”.

2.1 Government Strategy

Current policy of the Government in supporting exports and stimulation import substitution production includes broader localization in production of spare parts, expanded product mix and increased export of goods and services. While CIS countries are remaining as main foreign trade partners of Uzbekistan, other countries including EU countries are increasing their participation in foreign trade of Uzbekistan gradually and within EU countries such as Germany, UK, Italy and Latvia have been among main trade partners of Uzbekistan during last years.

Supporting attraction of foreign investments to the sectors of economy is also priority task for the government. The active investment policy and attraction of foreign investments is focusing at accelerated modernization, technical and technological renovation of existing enterprises and establishment of new modern high tech production. The State commitment in supporting private sector development is also an ongoing process, and it is also worth noting that during the last five years, stimulated advice from international institutions such as EU, IMF and WB led in Presidential Decrees specifically addressing the following issues: reducing the requirements for setting-up a business such as registration and obtaining license and permits; simplification of tax law; reforming of customs administration. Within this framework, a Presidential Decree "On Creation of Chamber of Commerce of Uzbekistan" adopted in July 2004. Due to this Decree the Chamber is responsible for promotion of SMEs' interest and protection their rights.

Overall, the Government strategy is at the right direction, as there is strong linkage of economic growth, job creation and SME development, with the provision of the required support enhancing the SME management capacity building.

2.2 The SME sector in Uzbekistan

Small and Medium enterprises are considered as backbone of economic development worldwide as this sector is more or less 40% of any industrial growth. Even large manufacturing industry is directly dependable on SME sector contribution. For any developing

country in the world, every government is giving priority and incentives to develop SMEs on faster pace to boost economy on one side and eradicate poverty on the other side. Accordingly, development of SME was on high agenda of the Government of Uzbekistan from the first years for the independence and of all a solid legislative basis for functioning and development of this has been established. The legislative basis for functioning of SMEs in the Republic of Uzbekistan is an established hierarchical system of legislative acts. On the base of this system lies Constitution of the Republic of Uzbekistan. Basic normative regulations were gathered in the Law “on entrepreneurship in Republic of Uzbekistan” which was adopted in 1991 and expired in 1999. In 2000 Law of the Republic of Uzbekistan on “Guarantees on freedom of entrepreneurial activity” was adopted.

Establishment and development of SMEs in Uzbekistan took place gradually and in each stage of development they had a particular role in solution of socio-economic issues. For example, in the beginning of 1990s SMEs supported solution of the problem of deficit of consumption goods in the internal market. During 1996-2000 in conditions of moderate economic growth, the main focus of the Government was on carrying out structural reforms and realisation of big projects within the frameworks of the industrial policy. Since the beginning of 2000s increasing of the share of SMEs in GDP has become one of the priority tasks of the structural reforms. The important stimulus for further development of SMEs was the announcement of the year 2011 – the Year of small business and private entrepreneurship, and adoption of the state programme within this initiative. There are three principal national laws which create legal framework for SME's activity. They are "On Private Enterprise", "On Entrepreneurship" and "On Guarantees and Freedoms for Entrepreneurial Activity".

The Government of Uzbekistan (GOU) pays a great attention for the development of SME. In late 2002 simplified incorporation system- "one stop shop"- was introduced and later on simplified taxation mechanism- single tax. The GOU supports entrepreneurs by allocating venture capital to newly incorporated entities for start up of their business. However, enterprises in Uzbekistan still face some challenges, but it is important to note that since 2012 up to date, Uzbekistan made sufficient steps for the improvement of business environment. These steps include the following:

- Made starting a business easier by reducing the minimum capital requirement, eliminating procedure and reducing the cost of registration.
- Continued abolishing the paid-in minimum capital requirement and by eliminating the requirement to have signature samples notarized before opening a bank account.
- Introduced an online facility for name reservation and eliminating the fee to open a bank account for small businesses.

However, it should be stressed that even if the importance of the Uzbek SMEs in the economy is steadily growing, they are still oriented largely towards the domestic market as the recent export growth has been enjoyed mainly by larger industrial firms. This already requires further work on strengthening of export potential of SME in the country.

3. Overall contribution of EU for development in Uzbekistan

The European Union is operating on a bilateral level with Uzbekistan as well as on a regional level together with the other four Central Asian countries: Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan since these countries got their independence in the beginning of 1990s.

With more than €165 million in assistance since its independence in 1991, Uzbekistan is the second largest recipient of European Commission development cooperation aid among the five Central Asian countries. More than 190 projects have been implemented in Uzbekistan so far, covering a wide range of economic and social areas.

EU financing through projects in Uzbekistan currently provide support towards the criminal justice reform, improvement of social services, in particular mother / child health, rural development, strengthening of civil society and people-to-people contacts (including education) between Uzbekistan and the EU. Regional projects support the efforts of the Central Asian countries to reform management of borders and improve energy and transportation links in the region.

4. The Management Training Programme (MTP)

As a one of the most successful EU funded projects in Uzbekistan the “Management Training Programme (MTP) – Capacity Building for SME Management” Project, is aiming to strengthen the human capital across the Uzbek managerial community placing particular emphasis on Small and Medium Sized Enterprises with view to improving the performance of the SME sector in the Republic of Uzbekistan, in terms of contribution to GDP and job creation.

The project is implemented by a consortium led by European Profiles S.A (GR) and is also consisted from the following members: WYG International Limited (UK), CCI Paris Ile-de-France (FR), Birmingham Chamber of Commerce – BCI (UK), PLANET S.A (GR) and Anticrisis Management Consulting - AMC (Uzbekistan).

The Chamber of Commerce and Industry of the Republic of Uzbekistan is the primary beneficiary of the project undertaking the role of project partner and contributing to implementation through provision of in-kind logistical and technical support and training facilities. Other local Business Support Organisations are side beneficiaries of the project.

The specific objective of the Project is to increase the stock of qualified and competent entrepreneurs and managers (human capital) able to effectively start up and manage local SMEs and ensure their sustainable development in a long term perspective.

Thus, the MTP project is expected to contribute not only raising the skills of Uzbek SME managers in modern business management practices but also help them to find reliable direct business partners in EU countries through internships.

The MTP project is running since August 2013 and is expected to conclude on February 2017.

4.1 Target groups

To achieve its aim the project will undertake specific activities for the training of managers and experts from Uzbekistan. Specifically:

- Training of Uzbek managers / entrepreneurs from Small and Medium Enterprises through internships in EU countries;
- Training of Uzbek experts from Business Support Organizations through internships in EU countries;

- Capacity Building through a “Train the Trainers” (ToT) programme for experts from Chamber of Commerce and Industry of Uzbekistan and other Uzbek Business Support Organizations;
- Capacity Building through a “Train the Trainers” programme for freelance trainers and consultants

The participation in training activities and in the internships of MTP Project is free of charge for all the participants from Uzbekistan and for the hosting companies in EU countries.

All the expenses related to travel costs (except 400 Euro as contribution of each participant to the flight ticket), accommodation in European Union countries, visa, insurance are covered by MTP Project.

5. Internships within the MTP project: Main goals, benefits and expected results

The project focuses at enhancing the capacities of personnel at enterprise level, via providing training to managers from Uzbekistan through internships in EU countries. Participants include managers and entrepreneurs from SMEs and in some cases, a limited number of staff working in Business Support Organisations (BSOs).

5.1 Main goals of MTP Project

The project currently implements a number of interventions, one of these being the organisation of internships, which are expected to contribute to the improvement of the performance of Small and Medium Enterprises in the Republic of Uzbekistan, which in turn will contribute positively to GDP.

On this basis, internships are expected to increase the capacities and capabilities of human capital (incl. qualified and competent entrepreneurs and managers working in SMEs) enabling them to effectively start up and manage local SMEs and ensure their sustainable development in a long term perspective. To reach this goal, the project will provide managerial, technical training and coaching on the introduction of new consultancy and training methodologies and techniques, separated in two pillars:

- a) Generic, and
- b) Sector specific (*according to the needs identified*)

5.2 Actual benefits

The internship programs offer a variety of benefits to both businesses offering the internship, but also to the hosted interns. Some of these benefits are illustrated below:

- **Uzbek managers** during the training and internships within EU companies will be able to exchange experience with their EU colleagues, learn about modern management methods, and get acquainted with the European business culture.
- **Uzbek companies** will have the chance to build up a network with new EU business partners and increase their competitiveness and business performance.

- **EU companies** will be able to gain insights about investments, business opportunities and features of doing business in Uzbekistan, as well as establish new business partnerships with Uzbek companies.
- **Uzbek entrepreneurs** have the opportunity to gain better understanding of international business fundamentals when addressing their business needs.
- **Provide freedom** for professional staff working in Uzbek enterprises to pursue creative or more advanced projects.
- **Support Uzbek companies** in maintaining connections with enterprises and organisations and increase visibility on the international arena. An excellent public relations tool.
- **Enhancing competitiveness** - Addressing the challenges related to the demand and availability of a high-skilled workforce is perhaps one of the most cross-cutting issue facing Uzbekistan's further economic development efforts.
- **Enhance perspective** – Managers in EU companies possess novel perspectives, fresh ideas, and specialized strengths and skill sets. These augment the abilities of the Uzbek business managers.

The MTP Project intends to capitalize on all networks and contacts available both in Uzbekistan and through Consortium members to maximize and target outreach to EU companies, stimulating their interest and gaining their support and participation in the project.

5.3 Expected results

Through the trainings, and in turn the internships conducted in EU countries, participants will be able to:

- **Develop local capacity** on elements like knowledge, skills, and attitudes through quality management training, meant as a sustainable technical and social infrastructure able to answer to the evolving needs of the SME sector; this includes enhancement of the participants' managerial knowledge, know-how and attitudes through exposure to European management style and business culture.
- **Establish business links** with a number of EU companies and adopt a more compatible business language and culture between respective EU managers.
- **Establish a professional community** of managers, trainers/consultants and emerging BSOs, with shared competences, attitudes and methodological approach.

6. Procedures for selection of participants in internships

The selection of participants for the MTP internships in EU countries is conducted through an open and transparent procedure by the MTP implementing team, and is based on predefined official eligibility criteria, in which the interested applicants must comply in full, in order to be selected.

The MTP implementing team assesses the compliance of the participant with the eligibility criteria, and the selection is determined by two categories of eligibility. These categories are separated to:

- a) the eligibility criteria for the SME, and
- b) the eligibility criteria for the participant (*manager or entrepreneur*).

The eligibility criteria are assessed as follows:

6.1 Eligibility criteria for the SME

They assess the **eligibility of the SME**, in terms of:

- Field of expertise – such expertise is defined in the eligible economy sectors identified by the project
- Ownership of the company
- Number of personnel working in the SME
- Fulfilled tax obligations

6.2 Eligibility criteria for the participant

They assess the **eligibility of the participant** (*potential participant: manager or entrepreneur*) working in the SME in terms of:

- Educational background
- Years of working experience
- Managerial experience
- Number of subordinates in the SME
- Knowledge of foreign language(s)
- Interpersonal and communication skills
- Computer literature

Each candidate can apply online, through the website of the MTP project. For detailed information, please refer to **ANNEX 1**.

7. Organization of internships

All internships are organized individually per intern (*selected Uzbek SME manager or entrepreneur*) in close cooperation with the MTP project team. It is worth noting, that organising an internship is considered as a separate project itself, as it entails a considerable amount of work with inputs and supportive actions from both the MTP project team and the intern, in order to shape a successful internship programme, out of which the intern will gain the maximum of knowledge and professional experience.

During the early planning stages, the MTP project team reviewed many internship programs across the world to gather ideas and examples of best practices. A number of programs were particularly useful in creating the conceptual foundations of the MTP internships as well as materials like its guidebook and application forms.

A number of materials supports the MTP internship programme. For instance:

- the program guidebook,
- application forms and instructions,
- spreadsheets with frequently asked questions for interns, supported by the respective responses and recommendations, and
- information for the business culture of the respective EU hosting country (*which is available online at <http://mtpeu.uz/en/internships/internsReferences>*)

The approach to developing internship opportunities involves one-on-one meetings with the interested interns as well as electronic communication with the potential EU hosting companies whom we call “partners.” Recent experience showed that partners are often enthusiastic to offer internship experiences that are tied to their own business activities. During these meetings, the team conducts detailed bilateral discussions for their perceived needs, whether the project relates to professional mandate and expectations and the respective outreach activities.

As a first step, the MTP project team organises a one-on-one meeting with the interested intern. This meeting entails a detailed discussion and an interview with the intern, in order to underline the expectations of the intern and set up the objectives of his/her internship. Additionally, this process will help the intern to:

- **Find an EU host company:** Interns are advised to conduct research prior to the meeting with the MTP project team and prepare a list of potential EU hosting companies. This list can include EU hosting companies that the intern is already in contact, or companies that the intern is interested to have the internship. The MTP team will provide support to the intern in order to organise the internship within a company from this list. However, there can be cases in which the intern is not familiar with EU companies operating in his/her field of expertise, and on this basis, the MTP team will try to identify potential hosting enterprises. In order to facilitate communication with the potential EU hosting companies, the intern has to bring in the first meeting(s) brief profile of his/her company in order to circulate further to the potential hosting enterprises. This brief company profile should also be available in electronic form. For detailed information regarding the content of the company profile, please refer to **ANNEX 3**.
- **Discuss the organisational aspects of the internship:** The MTP project team will interview the intern and provide recommendations in order to shape the basic framework of the internship in terms of timing and duration. Since internships require being away from Uzbekistan for a specific period, the intern should be able to provide an overview of his/her availability for conducting the internship. Additionally, this session will enable the intern to set the objectives of his/her internship and shape the expected results. On this basis, the intern will receive support from the MTP project team in order to prepare a detailed work plan. For detailed information, please refer to **TABLE 1**.

7.1 Useful information for interns

Through the internship, the intern will articulate how this experience relates to his/her professional work and influences business development aspirations. Processing these connections will help the intern explain the value brought to future business expansion and

community opportunities. Upon successful completion of the internship programme, interns should be able to:

- Assess how the internship learning experience can be applied, and contribute in modernising their current professional environment.
- Identify possible learning opportunities they may encounter in the workplace and create a plan to maximize those opportunities (*i.e identification of specialized seminars and business fora*).
- Articulate how the internship experience has affected their development as an entrepreneur or an emerging professional and how the programme may affect their approach to the business community.

The following sections (7.2 & 7.3) provides some useful information for selected interns in order to get the most of knowledge during their internship. The information provided below, lays both in terms of administrative and technical tips, helping the participants fulfil with success this knowledge sharing experience.

7.2 Administrative tips and logistics

While preparing for the internship, it is crucial to get familiar with a few logistic and administrative aspects, which will enable the intern to be accommodated easier, and will allow the MTP programme to assess the successful delivery of the internship. Specifically, a few tips regarding the logistics are provided below:

- **Know the country hosting you:** Once the country in which the EU hosting company accepting the intern is defined, try to get the following information:
 - ✓ How many rental properties are available on the market?
 - ✓ What is the average rent?
 - ✓ What are the average costs for utilities (gas, water and electricity)?
 - ✓ Are there laundry facilities available?
 - ✓ How much is the security deposit?
 - ✓ Do any rental properties offer short-term leases (i.e. summer break)? Where are the rental units located in relation to other establishments and your company?
 - ✓ What is the general atmosphere around the available rental properties?

Receiving the above information will help the intern to get accommodated easier, and conduct his daily/weekly routine outside the internship working hours.

- **Open a bank account:** Among others, the bank account is mandatory for receiving per diem and other reimbursable costs.
- **Apply for VISA:** Since Uzbek citizens are obliged to carry a Visa for travelling at EU countries, the intern should ask for an invitation letter from the EU host company and make the necessary arrangements with the Uzbek Authorities in order to obtain a Visa. MTP project team provides all needed support in this process.
- **Arrange the flight ticket(s):** MTP Project team will help the intern to book the round trip flight ticket and purchase it. The intern should keep all boarding passes and provide to the project office after returning from the internship.
In case the intern does not travel due to personal reasons, s/he will have to reimburse the Contractor the cancellation fee of the ticket or the full price of the ticket in case it

cannot be cancelled. In case the intern changes the travel dates for personal reasons, then s/he will bear the cost of the ticket change.

- **Provide pre-departure information:** The intern should document and notify the MTP project team and the EU host company with all needed information regarding his/her travel, such as date of departure, time of departure, place and address of accommodation, bank account details, phone number, ticket number and passport number.
- **Reporting and monitoring during internship:** In order to monitor effectively the progress of the internship for the participant, the intern shall prepare weekly reports and submit them to the MTP project team. Additionally, the intern must prepare a final internship report documenting the full internship period and achieved results and any required supporting documents at the end of the internship. For detailed information on the forms of the reports, please refer to **ANNEX 7** and **ANNEX 8**.
- **Document and verify your internship:** At the end of the internship, the intern should ask the EU host company to provide him/her a certificate, confirming the intern has attended all planned days and performed all activities. There is no specific format for the certificate as most companies use their own templates when issuing such certificates or recommendation letters. However, the letter should be signed by an authorised representative in the firm's letterhead and include, and underline the following information:
 - ✓ Duration of the internship
 - ✓ Place of the internship
 - ✓ Full name of the intern
 - ✓ Tasks and/or assignments involved
 - ✓ Trainings completed (*if any*)

7.3 Technical tips

Internship experience is one of the most important pieces of the foundation a participant is laying for a successful advancement in career, networking and business development. Since the conduct of business in the professional world can vary from the local to an international environment, it is crucial to have an understanding of some of the differences. The following tips are aiming to help the intern make the most of this valuable experience. Notably, the intern is recommended to:

- **Clarify expectations from the internship:** Try to clarify expectations about the internship, both the employers and yours. It is always a good idea to agree upon the job responsibilities in advance, in writing. Try to clarify your personal expectations related to what you want to achieve through the internship. What do you or your company hope to achieve from the program? Are you looking to fulfil a need on a specific project? Will this internship encompass one major project, or entail a variety of small projects? These simple questions should be set before the internship start and will enable the intern stay focused at the initial objectives set.
- **Get familiar with the business environment:** One should take advantage of the transition time at the beginning of the internship and ask many questions. The intern is

not expected to know what is going on right away, but the faster s/he learn the ins and outs of daily life on the job, the better.

- **Understand and respect company policies:** Be aware of and respect company policies about when and where you can use personal devices. Until you are clear about the rules, turn off your cell phone and music, and use the Internet only as allowed.
- **Make a good impression:** It is worth mentioning that first impressions are very important, as is maintaining good ones. In this case, useful tips are to: write, speak and generally behave like a professional. Use a positive body language: shake hands, make eye contact, smile, and be confident and friendly.
- **Set and define goals:** It is always helpful to meet with the supervisor at the beginning of the internship to find out what their expectations are for your experience. Make sure to request feedback from your supervisor to make sure you are on the right track. Additionally, keep in mind the focus (i.e your goals within the internship and what you would like to learn). Make discussion on your interests with your supervisor and ask for relevant opportunities to get involved in those areas. Additionally, you may be invited to attend staff meetings, decision-making discussions, client negotiations, or other gatherings. Clarify your role prior to going to these meetings so you behave in the expected manner.
- **Seek for feedback:** It is strongly recommended to meet regularly with your supervisor to ensure that expectations of both intern/supervisor are met. This is a good way to get feedback on the performance and helps to keep on track with on-going and future assignments. In case there is no formal review process, remember to ask the supervisor and co-workers for feedback on your performance so you can learn what you have done well and what areas need improvement. An internship can only be a true learning experience if constructive feedback is provided. An effective evaluation will focus on the interns' initial learning objectives identified at the start of the internship. Ask the supervisors to take time and evaluate both the interns positive accomplishments and areas for improvement. This is a very important task during the 'learning by doing' experience (**adopting know how**).
- **Use time properly:** It is very important to utilize time efficiently (**time management**). Coordinate with the supervisor and the colleagues in order to deliver and/or cooperate for the delivery of specific tasks. Also, show up to work on time, when you are expected, as this is a very good element of professionalism and professional credibility. Additionally, always complete the assigned tasks/projects on time, and when one task is done it is recommended to ask for another. In cases of work overload is it useful to talk to the supervisor about prioritizing your work.
- **Communication matters:** Pay particular attention on the communication skills, both verbal and written (**business communication**). Double check the written work carefully, and when communicating with colleagues, try to use tactful, respectful, and professional language always. Also, try to be friendly, polite, helpful and willing to support when asked, as it is crucial to establish good relationships with the co-workers. Avoid gossiping and complaining.
- **Watch and learn:** Understanding and acting in accordance with the culture of an organization is extremely important whenever you start working somewhere new. Watch and seek guidance from your colleagues and peers. What are the routines of the

organization? Of the people? Read all organizational material, policies and procedures, etc. If it's appropriate, ask to sit in on meetings or shadow other employees so you can learn the ins and outs of the business.

- **Stay organized:** Always keep notes during all meetings and write down the tasks and deadlines in a 'to-do' list. Pay particular attention in observing data storage processes—the way of filing data is always a cornerstone for the conduct of each business, enabling all employees to seek for information, data, documents, reports etc, when needed.
- **Document your success:** Record assignments, projects, and achievements. Keep copies of evaluations and samples of your work. Ask for letters of recommendation. Keep these handy for future career conversations.
- **Wear professional attire:** Dressing for the culture where you work sends a strong and appropriate message of respect to the position and organization. Check with your supervisor before your first day about dress codes and dress accordingly.
- **Review the training material:** Lastly, and most importantly, it is highly recommended to the intern to review as many times as possible the training material provided during the MTP preparatory training seminar in order to get familiar with the basic elements when conducting business, or cooperating, within an international environment.

8. Dissemination of acquired knowledge and skills

After successful completion of the internship in an EU firm, the Uzbek SME managers and/or entrepreneurs (*interns*) are expected to continue working closely with the MTP project team, the CCIU and other BSOs in Uzbekistan, in order to disseminate the knowledge and skills they acquired during their internship programme, which in turn will guarantee sustainability of the results of the MTP project.

Interested interns after finalizing their internship programme are invited to document their experience and respective achievements and communicate these with the MTP project team and the CCIU; the former will undertake the necessary steps in order to identify the best case studies and disseminate this information publicly, through the MTP website, the EUD website, TV spots and relevant brochures. The MTP project is committed to disseminate the success stories of the internships and will organise promotional activities to the relevant target groups in Uzbekistan and a number of EU countries, by organising networking events on a regular basis, as well as conferences, round tables, seminars and trade exhibitions.

9. Post internship experience and recommendations

During the process of writing this guide, we found ourselves walking a fine line between providing just enough detail to get the intern started and giving so much detail that it sometimes seemed overly prescriptive. For some readers, this level of specificity may seem constraining, while for others, it may prove to be a useful tool to move ahead. Please use this guide in whatever way is most helpful for your context, modifying the cases when it makes sense to you and putting your personal touch on the framework presented here.

To conclude, the MTP project team conducted an in-depth research and tried to capture the most successful practices from interns who have already finished professional internship

programmes, and will hereby below try to summarise a number of key points that will enable the intern to gain the best of knowledge during the internship programme:

- Do not hesitate to ask for opportunities enabling you to increase responsibility.
- Try to maintain an open communication channel with formal and informal meetings.
- Ask for explanations. When work is assigned to you, make sure you are given a detailed explanation. While the work may seem trivial and obvious to the assigning manager, it may not be obvious to someone who has never done it before.
- Keep busy and directed towards your learning objectives.
- Build your professionalism by developing human relations skills, decision-making abilities and managing office politics.
- Look for role models and a possible mentor. Make sure that you have a mentor or supervisor to provide guidance. Everyone who has ever had an internship experience can attest to the importance of a mentor in his or her experience. Make it someone who truly likes to teach and the experience will be even better.
- Develop connections to support future networking opportunities.
- Keep the communication channel with the host company open, and follow up even after the conclusion of the internship by providing updates of your organisation, and asking for updates on business affairs of the company that hosted you.

We really hope that this guide will help you acquire the best of knowledge during your internship programme, and we are looking forward to sharing with us your unique experience.

ANNEXES

Annex 1 - Sample call for applications for MTP internships

The EU funded project “Management Training Programme (MTP) – Capacity building for SME management in Uzbekistan” (hereafter the Project) announces a call for applications for internships in EU companies designed for managers working in Small and Medium Enterprises (SMEs) in Uzbekistan from _____ to _____. The internships will take place in the companies located in 28 countries of the European Union, which can be selected by the participants and/or MTP Project based on mutual agreement.

The participation in trainings and internships of MTP Project is free of charge for all the selected participants. All the expenses related to travel costs (each participant is required to contribute 400 Euro to the flight ticket cost), including accommodation in European Union countries, visa, insurance are covered by MTP Project.

Participation terms:

For SMEs:

1. Functioning at least in one of the eligible economy sectors identified by the project;
2. 100% private ownership of the SME
3. Staff Headcount of minimum 5 persons and maximum 250 persons;
4. Have fulfilled obligations to tax authorities.

For their managers:

1. University Degree;
2. General working experience of minimum 4 years
3. Experience in managerial positions - minimum 2 years;
4. Possess Middle to Top level managerial position with at least 3 people reporting to her/him
5. Good command of English (or of the language spoken in future host EU country/company);
6. Good communication and presentation skills;
7. Good computer and internet skills.

ONLY the SMEs and their managers which meet the eligibility criteria can apply for internships:

**** If the candidate has already participated in similar internships abroad within the framework of technical assistance programs during last 6 years, he/she cannot participate in this selection.***

Following are the additional documents to be submitted in addition to the application form:

1. An original application form with signature and stamp;
2. An organizational chart of your company;
3. A booklet about your company or a short presentation in PowerPoint;
4. Invitation from a European Union company (required for applications submitted in Russian, however, not compulsory for applications in English);
5. Candidate’s CV (in Russian and English);
6. Registration certificate of the company and latest version of statutory document;
7. Certificate confirming that the company does not have any obligations against tax authorities;

8. Certificate from HR department of the company confirming the number of employees;
9. Copy of passport of the candidate;
10. Copy of the university diploma;
11. Certificate(s) proving the general working experience of minimum 4 years (copy of *Trudovaya knijka*);
12. Certificate from HR department of the company confirming the managerial position of the candidate with the number of people reporting to the candidate (at least 3 people reporting to her/him).

Applications from eligible candidates are accepted during _____ - _____.
Application forms must be filled via online application system at www.mtpeu.uz

You can reach to detailed information on how to apply for the internships programme by Projects web-site www.mtpeu.uz, and by tel: 8-371-2335901, 8-371-1506006 or by e-mail mtp@mtpeu.uz.

Our address: cab#206/1, “Management Training Programme” Project office, avenue 4, Amir Temur Street, Chamber of Commerce and Industry of Uzbekistan, 100047, Tashkent, Uzbekistan

ATTENTION! YOU HAVE TO READ THESE INSTRUCTIONS FOR ALL CANDIDATES FIRST.

Annex 2 – Basic data of intern

INDIVIDUAL WORK PLAN FOR THE INTERNSHIP IN EU COMPANY

Intern/Manager:

Mobile Tel. No:

Sending Company in Uzbekistan:

Host Company and Country in EU:

Start Date of the Internship:

End Date of the Internship:

Tashkent 2015

Annex 3 - Company profile (Uzbekistan)

Company details

Business name:

Address:

Telephone:

Fax:

E-mail:

Webpage:

Type of company ownership:

Ownership proportion:

Operation field/s:

Active operation period in the market of Uzbekistan:

Brief description of company's operation/activities:

Description of product/product line:

Outstanding feature (*indicate what differentiates you from companies operating in the same sphere and producing same/similar product*):

Total number of employees:

Contacting person's details

Name:

Telephone:

E-mail:

Current holding position in the company:

General purpose of internship

Annex 4 - Company profile (EU hosting Company)

Company details

Business name:

Address:

Telephone:

Fax:

E-mail:

Webpage:

Fields of activity:

Brief description of company's operation/activities:

Description of product/product line:

Total number of employees:

Contacting person's details

Name:

Telephone:

E-mail:

Current holding position in the company:

Annex 5 - Internship Agreement

BETWEEN:

European Profiles S.A. – Consultants Group, a company registered under the Laws of Greece, with VAT registration number 094417604 established in Athens, Vatatzi 40, GR-114 72, referred to hereinafter as the “*Contractor*” and represented by the Project Team Leader,

on the one part

And

_____ resident of Republic of Uzbekistan, passport number _____
_____ and referred to hereinafter as “*The Intern*”.

on the other part

WHEREAS

The European Commission, has awarded to a consortium of companies led by **European Profiles S.A** the contract hereinafter referred to as “the Main Contract”, related to the “Management Training Programme (MTP) – Capacity building for SME management In Uzbekistan”, Publication Ref.: EuropeAid/131983/C/SER/UZ, hereinafter referred to as “the Project”.

WHEREAS

The Intern was selected to participate in an internship abroad at the selected institution and whereas the Intern wishes to participate in this internship.

THE FOLLOWING AGREEMENT HAS BEEN MADE:

The purpose of this Agreement is to define the obligations and responsibilities of the Contractor and the Intern which shall comply with the terms and conditions of the Main Contract.

I. DETAILS OF THE INTERN

Name of the intern
Held Degree:
Sending institution:
Current Position:

II. DETAILS OF THE PROPOSED INTERNSHIP PROGRAMME ABROAD

Host organisation 1:	
Full name and address:	

Web page: Type of Work Placement Sector (Annex 1): Number of Employees: The main working language:	Contact person Full name: Position: E-mail: Phone:
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Planned dates of start and end of the placement period (may be changed upon justification): from _____ till _____, that is a total of __weeks (__ nights)

III. OBLIGATIONS OF THE INTERN

- Comply with all arrangements negotiated for his/her placement and to do his/her best to make the internship a success.
- Provide necessary information about his/her company to the Contractor for publication on the website of the Project or elsewhere. The Intern should obtain prior approval of his/her Management to publish this information.
- Abide by the rules and regulations of the host organisation, its normal working hours, code of conduct and rules of confidentiality.
- Communicate with the sending institution about any problem or changes regarding the placement.
- Reimburse the Contractor's project office in Tashkent any additional sums received in case the number of days of his/her internship were reduced for any reason. The reimbursed amount will be equal to the number of reduced days multiplied by 160 Euros.
- Contribute to the cost of the flight ticket with the amount of 400 EUR. The equivalent of 400 EUR in UZS will be calculated using the official EU exchange rate published at http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm. This contribution will be paid directly by the participant or participant's company to the travel agency when reserving the airplane tickets.
- Provide to the contractor:
 - Copy of the flight ticket and of the invoice of flight ticket
 - Original boarding cards upon return from the internship
- In case the intern does not travel due to personal reasons, s/he will have to reimburse the Contractor the cancellation fee of the ticket or the full price of the ticket in case it cannot be cancelled. In case the intern changes the travel dates for personal reasons, then s/he will bear the cost of the ticket change.
- Submit a report in the specified format and any required supporting documents at the end of the internship.
- Prepare and submit "Weekly progress and achieved results report" to the MTP project office at the end of each week of the internship;
- Prepare and post short blog posts about his/her internship experience on MTP project web site;

- Prepare and submit final report on full internship period and achieved results and any required supporting documents at the end of the internship;
- Provide a certificate from the hosting company at the end of internship, confirming the intern has attended all planned days and performed all activities.
- Actively participate in all events (workshops, presentations, etc) organized by MTP Project Office during post-internship period and provide required reports and documentary evidence relating to the experience gained through the internship period.

IV. OBLIGATIONS OF THE CONTRACTOR

- Assist the participant with the reservation of flight tickets from Uzbekistan to destination of Internship.
- Cover the additional cost (exceeding 400 EUR) of the flight ticket against a receipt from the travel agent issued in the name of the contractor.
- Cover the cost of the Insurance and needed visas of the intern.
- Organise and pay the hotel accommodation of the intern at the internship destination.
- Pay the intern the amount of 160 Euros per diem per night spent at the internship destination minus the cost of the accommodation to the following bank account of the intern:

Account holder:

Bank name:

Account number:

Swift code:

IBAN if applicable

For the Contractor:

Name:

Position:

Date:

Signature:

The Intern:

Name:

Date:

Signature:

Annex 6 - References and sources

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Annex 7 – Weekly Internship report

WEEKLY INTERNSHIP REPORT FORM

Candidate (name and surname):

Sending company in Uzbekistan:

Host company in EU (Name and Country):

The reporting week (from-to):

Please, fill in below table blow to describe in detail the activities you were engaged in the host company during one week, including information about the department/units you visited, the specialists you met, and the results you achieved during the week. You should also underline the challenges and issues you faced in the host company during the week and how you could solve them, or need assistance of the MTP Project team to in solving those issues. Please, insert some photos taken during the week in your host company.

	Activity	What was done?	Results	Challenges faced
1	Acquisition of detailed information about the host company			
2	Meeting host company staff and establish professional network			
3	Learning business management, production, customer service, etc. technologies used in the host company			
4	Work on establishment of short, medium and long term business partnership with the host company			
5	Social and cultural activities			
6	Other (e.g. presentation of the sending company in Uzbekistan, presentation about business opportunities in Uzbekistan, etc)			

Annex 8 – Final Internship Report

FINAL INTERNSHIP REPORT FORM

Candidate (name and surname):

Sending company in Uzbekistan:

Host company in EU (Name and Country):

The reporting period (from-to):

Please, fill in below table blow to describe in detail the activities you were engaged in the host company during the internship, including information about the department/units you visited, the specialists you met, and the results you achieved during the week. You should also underline the challenges and issues you faced in the host company during the internship and how you solved. Please, insert some photos taken during the week in your host company.

	Activity	What was done?	Results	Challenges faced
1	Acquisition of detailed information about the host company			
2	Meeting host company staff and establish professional network			
3	Learning business management, production, customer service, etc. technologies used in the host company			
4	Work on establishment of short, medium and long term business partnership with the host company			
5	Social and cultural activities			
6	Other (e.g. presentation of the sending company in Uzbekistan, presentation about business opportunities in Uzbekistan, etc)			

TABLES

Table 1 – Work plan of activities

Workplan for the activities planned during the period from until, within the company

.....

Day of the internship	Date	Day of the week	Activity – training subject	Department/Unit of the Company	Expected results
1 st			<i>Travel from Tashkent to Greece(Destination city and country)</i>		
	<u>20/02/2016</u>	Saturday	<i>Summarizing the results achieved during the past week, socializing, network building, learning culture and traditions of the host country, etc.....</i> Review of completed projects and site visits: Museum		<i>Ready weekly report to MTP Project office, blog post on Project web site/facebook, etc.</i>
	<u>21/02/2016</u>	Sunday	<i>Summarizing the results achieved during the past week, socializing, network building, learning culture and traditions of the host country, etc.....</i>		<i>Ready weekly report to MTP Project office, blog post on Project web site/facebook, etc.</i>

Agreed with the Team Leader of the MTP Project
Mr. Grigorios Kontzoglou