



“AN ANALYSIS OF THE EXPERIENCE OF THE USSR AND FOREIGN COUNTRIES REGARDING SPECIALIST POLICY IN THE COTTON SECTOR OF THE SURKHANDARYA REGION (1920–1990)”

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<https://doi.org/10.5281/zenodo.21901319>

The Surkhandarya region faced a shortage of qualified specialists. A scarcity of experienced personnel—particularly in agriculture, administration, and technical fields—prompted the Soviet administration to implement a policy of dispatching specialists to the region from other areas. Although this policy helped resolve certain organizational issues in the short term, in the long run, it emerged as a factor that hindered the training of local personnel and prevented the region from developing an adequate pool of professional expertise. Thus, the policy of sending specialists from the center to the region is viewed as a complex historical process: while it facilitated administrative management, it simultaneously exerted a certain negative impact on the training of local specialists.

Between 1920 and 1925, specialists of Russian and other Slavic ethnicities—active in the fields of agronomy, irrigation, and cotton processing—were sent to the region, primarily from various parts of Russia. However, most of them faced difficulties adapting to the region due to a lack of deep knowledge regarding local conditions, the climate, and farming traditions. Between 1925 and 1930, many specialists worked for less than a year, which negatively affected the continuity of the production process. Many Russian specialists sought to apply only scientific methods, disregarding the centuries-old experience of local farmers. A comprehensive program for training cotton industry organizers was developed in accordance with the decree of the Council of People's Commissars of the USSR "On the Training of Cotton Specialists." Consequently, an independent faculty of cotton cultivation was established at the Central Asian State University. In this field, 150 it ensured continuous operations by admitting students and transferring a portion of the student body from higher education institutions in Tbilisi, Yerevan, and Baku to the initial course of study. Taking into account the distance of the Uzbek SSR from the republics of Central Asia and Transcaucasia, as well as the harsh weather conditions, the Council of People's Commissars of the SSR—in its decree "On the Training of Cotton Specialists"—deemed it necessary to set the salaries of instructors in specialized cotton faculties and higher education institutions for irrigation and mechanization 50% higher than those of their counterparts in similar Moscow institutions. It is noted that between 1935





and 1940, approximately 65 percent of the specialists sent to the region were unable to adapt to local conditions and left for other regions. By the 1940s, special attention began to be paid to the issue of training local specialists. In particular, the Termez Agricultural Technical College was in operation, yet the number of specialists it trained could not fully meet the region's needs. After the war years, the policy of sending specialists from the center continued, though only a small fraction of them remained for long-term employment.

In the 1950s and 1960s, the system for training local personnel began to develop gradually. During the 1970s and 1980s, the number of local specialists increased significantly, and by 1985, local personnel constituted the majority of specialists working in the cotton industry. Thus, the policy of dispatching specialists from the center had a dual impact: on the one hand, it helped introduce modern agrotechnical methods and boost production efficiency; on the other, it led to the slow development of the local personnel training system and hindered the formation of regional professional capacity. By the 1980s, however, local specialists had gained sufficient experience to begin working independently.

By the 1940s, special attention began to be paid to the issue of training local specialists in the region. According to data from the Termez Agricultural Technical College, a total of 235 local specialists were trained in the region between 1940 and 1945. Consequently, this figure was insufficient to fully meet the region's needs.

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