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**“WOMEN IN INNOVATION AND SCIENCE”
XALQARO ILMIY-AMALIY KONFERENSIYA VA FORUMI
ILMIY ISHLARI TO‘PLAMI**

Toshkent davlat transport universitetida 2026-yil 27-mart kuni “Women in Innovation and Science” xalqaro forumi ilmiy ishlari to‘plami chop etildi.

Mazkur nufuzli tadbirlar O‘zbekiston Respublikasi Oliy ta’lim, fan va innovatsiyalar vazirligi hamda Transport vazirligi hamkorligida tashkil etilib, mamlakatimizda ilm-fan, innovatsiyalar va zamonaviy texnologiyalarni rivojlantirish, shuningdek xalqaro ilmiy hamkorlikni yanada kengaytirishga qaratilgan muhim platforma hisoblanadi.

Konferensiya ochilish marosimida davlat organlari, xalqaro tashkilotlar va yetakchi oliy ta’lim muassasalari vakillari ishtirok etdi. Jumladan, Toshkent davlat transport universiteti rektori G‘ulomov Abdulaziz Abdullayevich, O‘zbekiston Respublikasi Transport vazirligi vakili Ulmasova Lobarkhon Adilovna, Osiyo taraqqiyot banki eksperti Claire Charnac, Istanbul Aydin universiteti vasiylik kengashi raisi Mustafa Aydin, Belarus davlat transport universiteti rektori Kazakov Nikolay Nikolayevich hamda Qirg‘iziston Respublikasi Transport vazirligi vakili Dinara Moldokalieva ishtirok etdilar.

Konferensiya ilmiy dasturi doirasida plenar va panel sessiyalar, shuningdek ilmiy ma’ruzalar taqdimoti o‘tkazilib, ularda sun’iy intellekt va raqamli texnologiyalarni iqtisodiyot va ta’limga joriy etish, transport va aviatsiya sohasida innovatsion yechimlar, sanoat va IT sohasida texnologiya transferi, shuningdek ta’limda raqamli platformalar va intellektual tizimlar kabi dolzarb masalalar yoritildi.

2026-yil 27-mart kuni o‘tkazilgan “Women in Innovation and Science” xalqaro forumi ayollar yetakchiligi, innovatsiyalar va STEM sohalariga bag‘ishlangan bo‘lib, mamlakatimizda ayollarning ilm-fan va texnologiya sohalaridagi ishtirokini kengaytirish, ularning yetakchilik salohiyatini rivojlantirish hamda xalqaro hamkorlikni mustahkamlashga qaratilgan strategik maydon sifatida tashkil etildi.

Forum doirasida ayollar yetakchiligini rivojlantirish va rag‘batlantirish, xalqaro tajriba almashinuvi va ilmiy tarmoqlarni kengaytirish, yosh tadqiqotchi ayollar va PhD talabalarni qo‘llab-quvvatlash hamda innovatsion ekotizimlarda gender tenglikni ta’minlash kabi ustuvor vazifalar amalga oshirildi. Shuningdek, forumda ayollar yetakchiligi va STEM, gender tenglik va ilm-fan institutsional rivoji, ayollar tadbirkorligi va innovatsion startaplar, innovatsiya ekotizimlari va xalqaro hamkorlik, yosh ayol tadqiqotchilarni rivojlantirish, mentorlik va akademik tarmoqlar yo‘nalishlarida tematik sessiyalar tashkil etildi.

Forumda davlat organlari, xalqaro tashkilotlar, yetakchi oliy ta’lim muassasalari va ilmiy markazlar vakillari, jumladan “OLIMA” uyushmasi raisi Murtazayeva Raxbar Hamidovna, “Sharq ayoli” xalqaro ayollar jamoat fondi raisi Tursunbayeva Saodat Gafurovna, Osiyo taraqqiyot banki eksperti Claire Charnac, O‘zbekiston Respublikasi Transport vazirligi vakili Ulmasova Lobarkhon Adilovna, Toshkent davlat transport universiteti rektori G‘ulomov Abdulaziz Abdullayevich, Qirg‘iziston Respublikasi Transport vazirligi vakili Dinara Moldokalieva hamda Indoneziyadan universitet dekani Yoga Prihatin ishtirok etdilar.



Shuningdek, forumda Yevropa va Osiyo davlatlaridan yetakchi olimlar, ekspertlar va yosh tadqiqotchilar keng qatnashdi.

Forum dasturiga ochilish marosimi, panel muhokamalar, ilmiy chiqishlar hamda professional rivojlanish bo'yicha workshoplar kiritilgan bo'lib, ular doirasida gender tenglik, ayollar karyerasini rivojlantirish, ilmiy tadqiqotlar va innovatsion boshqaruv bo'yicha amaliy seminarlar tashkil etildi.

Mazkur tadbirlar Osiyo taraqqiyot banki (ADB), "OLIMA" — O'zbekiston xotin-qizlar olimlari uyushmasi, "Sharq ayoli" xalqaro ayollar jamoat fondi, Germaniya xalqaro hamkorlik jamiyati (GIZ), shuningdek Rossiya, Turkiya, Indoneziya va Qirg'iziston oliy ta'lim muassasalari hamda Belarus Milliy fanlar akademiyasi ilmiy institutlari hamkorligida o'tkazildi.

Mazkur xalqaro ilmiy-amaliy konferensiya va forumning ahamiyati shundaki, ular xalqaro ilmiy hamkorlikni mustahkamlash, innovatsion ishlanmalarni amaliyotga joriy etish, raqamli va barqaror rivojlanishni ta'minlash, shuningdek ayollarning ilm-fan va innovatsiya sohalaridagi rolini kuchaytirishga xizmat qiladi. Shu bilan birga, mazkur tadbirlar yosh olimlar va tadqiqotchilarni qo'llab-quvvatlash, ilmiy tajriba almashish hamda global ilmiy makonga integratsiyalashuvni jadallashtirishda muhim ahamiyat kasb etadi.

Mazkur xalqaro ilmiy-amaliy konferensiya va forumning maqsadi zamonaviy ilmiy tadqiqot yo'nalishlarini muhokama qilish, innovatsion yondashuvlar va ilg'or texnologiyalar bo'yicha ilmiy natijalar almashuvini ta'minlash, shuningdek xalqaro ilmiy hamkorlikni rivojlantirishdan iboratdir.

Tadbirda O'zbekiston Respublikasi hamda xorijiy mamlakatlarning oliy ta'lim muassasalari va ilmiy-tadqiqot institutlari olimlari, shuningdek amaliyotda muhim natijalarga ega bo'lgan mutaxassislar o'z ilmiy ishlari bilan ishtirok etdilar.

Ushbu ilmiy to'plamda muhandislik, transport, raqamlashtirish, sun'iy intellekt, innovatsion boshqaruv, gender tenglik va barqaror rivojlanish sohalarida faoliyat yuritayotgan yetakchi olimlar, professor-o'qituvchilar va tadqiqotchilarning ilmiy ishlari jamlangan. To'plamda dolzarb ilmiy muammolar, zamonaviy yechimlar, nazariy va amaliy tadqiqot natijalari yoritilib, ushbu yo'nalishlarning bugungi holati va istiqboldagi rivojlanish tendensiyalari aks ettirilgan.

Mazkur nashr mamlakatimizda ilm-fan va innovatsion rivojlanishni ta'minlash, xalqaro ilmiy aloqalarni mustahkamlash hamda yosh olimlar va tadqiqotchilarni qo'llab-quvvatlash yo'lidagi muhim qadamlardan biri sifatida e'tirof etiladi.

Shuningdek, mazkur ilmiy to'plamda keltirilgan natijalar kelgusida ilmiy tadqiqotlar samaradorligini oshirish, amaliyotga yo'naltirilgan innovatsion yechimlarni keng joriy etish hamda sohalararo integratsiyani chuqurlashtirish uchun muhim ilmiy asos bo'lib xizmat qiladi. To'plam materiallari nafaqat ilmiy jamoatchilik, balki ishlab chiqarish sohasi mutaxassislari, doktorantlar va talabalar uchun ham foydali manba hisoblanadi.

Mazkur nashrda yoritilgan ilmiy g'oyalar va ilg'or yondashuvlar asosida yangi ilmiy izlanishlar olib borilishi, xalqaro ilmiy aloqalarning yanada rivojlanishi hamda innovatsion rivojlanish strategiyalarining takomillashishiga xizmat qilishi kutilmoqda.



Enhancing women's leadership in science and innovation

O. Bahodirova¹ 

¹Uzbekistan State World Languages University, Tashkent, Uzbekistan

Abstract:

Enhancing women's leadership in science and innovation has become a critical priority in the context of global knowledge economies and sustainable development. Despite notable progress in women's access to education, their representation in leadership positions within stem fields remains limited. This paper examines the structural, socio-cultural, and institutional barriers that hinder women's advancement into leadership roles in science and innovation. Drawing on interdisciplinary research and global data, the study identifies key challenges, including gender stereotypes, limited access to professional networks, lack of mentorship, and organizational biases. Furthermore, the paper explores how these barriers contribute to underutilization of women's potential in innovation ecosystems. The findings highlight that inclusive leadership is essential for enhancing creativity, improving decision-making, and ensuring more equitable and effective scientific outcomes. In response, the study proposes a set of strategic recommendations, including leadership development programs, gender-sensitive policies, mentorship initiatives, and institutional reforms aimed at fostering inclusive environments. The paper concludes that strengthening women's leadership in science and innovation is not only a matter of equity but also a strategic driver of sustainable and inclusive development.

Keywords:

women's leadership, science and innovation, gender equality, stem, leadership development, innovation systems, women in stem

1. Introduction

In the contemporary era of knowledge-driven economies, science and innovation have become central to sustainable development, global competitiveness, and technological advancement. Leadership within these domains plays a decisive role in shaping research agendas, guiding innovation processes, and influencing policy directions. However, despite significant progress in expanding women's access to education and participation in the workforce, a substantial gender gap persists in leadership positions within science and innovation systems. Women remain underrepresented not only in STEM fields but particularly in decision-making roles, senior academic positions, and innovation leadership structures.

This imbalance reflects deeper structural and socio-cultural inequalities that extend beyond access to education. While women increasingly enroll in higher education and, in some regions, achieve parity with men in overall academic attainment, their progression into leadership roles remains limited. This phenomenon is often described as the "glass ceiling," referring to invisible barriers that prevent women from advancing to top positions despite adequate qualifications and performance. In the context of science and innovation, these barriers manifest in various forms, including limited access to research funding, underrepresentation in high-impact publications, exclusion from professional networks, and biased evaluation systems.

Furthermore, leadership in science and innovation is not merely a matter of representation but has significant implications for the quality and inclusiveness of research outcomes. Diverse leadership teams have been shown to enhance creativity, improve problem-solving, and foster more comprehensive and socially responsive innovations. The absence of women in leadership roles can therefore result in a narrow range of perspectives, potentially limiting

the scope and impact of scientific and technological advancements. This is particularly relevant in addressing complex global challenges such as climate change, public health, and digital transformation, where inclusive and multidisciplinary approaches are essential.

Another important dimension of this issue relates to socio-cultural norms and gendered expectations that influence women's career trajectories. Traditional perceptions of leadership as a predominantly male domain, combined with expectations related to family responsibilities and work-life balance, often discourage women from pursuing or sustaining leadership roles. In addition, the lack of visible female role models in science and innovation further reinforces the perception that leadership in these fields is not equally accessible to women. These factors collectively contribute to a "leaky pipeline," where women gradually exit or stagnate at different stages of their academic and professional careers.

The institutional environment also plays a critical role in shaping leadership opportunities. Organizational cultures that lack inclusivity, transparency, and gender-sensitive policies can hinder women's advancement. Issues such as implicit bias in hiring and promotion processes, unequal distribution of resources, and limited access to mentorship and sponsorship opportunities further exacerbate the gender gap in leadership. As a result, even highly qualified and capable women may face disproportionate challenges in achieving leadership positions within scientific and innovation ecosystems.

Given the increasing importance of innovation in driving economic growth and addressing global challenges, enhancing women's leadership in science and innovation has become a strategic priority for governments, institutions, and international organizations. Promoting gender equality in

 <https://orcid.org/0009-0005-3700-9548>



leadership is not only a matter of social justice but also a key factor in strengthening innovation capacity and ensuring sustainable development. Inclusive leadership can lead to more diverse research agendas, improved organizational performance, and more equitable distribution of opportunities within the scientific community.

This paper aims to examine the key barriers limiting women's leadership in science and innovation and to analyze the broader implications of this gap for innovation systems. It further seeks to identify effective strategies and policy interventions that can support women's advancement into leadership roles. By adopting a multidisciplinary perspective, the study contributes to the growing body of research on gender equality in STEM and provides practical recommendations for fostering more inclusive and resilient innovation ecosystems.

This study adopts a qualitative, analytical, and interdisciplinary research design to examine the factors influencing women's leadership in science and innovation. Given the complexity of leadership dynamics and gender disparities, the research integrates perspectives from gender studies, organizational theory, innovation studies, and higher education research.

2. Materials and methods

The primary methodological approach is a systematic and critical review of existing literature. Academic journal articles, international reports, and policy documents published by leading organizations such as UNESCO, the World Economic Forum, and the OECD are used as the main data sources. These materials were selected based on their relevance, credibility, and recency, with particular emphasis on studies addressing gender equality, leadership representation, and innovation systems. The literature review focuses on identifying recurring patterns, structural barriers, and enabling factors that shape women's access to leadership roles in scientific and technological domains.

In addition, the study employs a comparative analytical method to explore differences in leadership trajectories between men and women within STEM and innovation environments. This approach allows for the examination of disparities in career progression, access to resources, and participation in decision-making processes. Key variables considered include institutional support, availability of mentorship and sponsorship, organizational culture, and access to professional networks. The concept of the "glass ceiling" is used as a theoretical framework to interpret invisible barriers that limit women's advancement to senior and executive positions.

Furthermore, elements of qualitative discourse analysis are incorporated to investigate how leadership is constructed and represented in academic, institutional, and media contexts. This includes analyzing how language, narratives, and communication practices may implicitly reinforce gendered perceptions of leadership as a male-dominated domain. Such analysis helps to uncover subtle biases that influence both self-perception among women and evaluation processes within organizations.

The study relies on secondary data sources, including statistical indicators on gender representation in leadership positions, research funding distribution, and publication

patterns. These data are used to support the analytical findings and provide a broader empirical context. While the use of secondary data allows for a comprehensive and global perspective, the study acknowledges limitations related to data consistency and the absence of primary empirical investigation.

To ensure validity and analytical depth, the research applies a triangulation approach, combining insights from multiple sources and methodologies. This enables a more nuanced understanding of the issue and strengthens the reliability of the conclusions drawn.

Overall, the methodological framework provides a robust basis for analyzing the structural, cultural, and institutional dimensions of women's leadership in science and innovation. It supports the identification of key challenges and informs the development of evidence-based recommendations aimed at fostering inclusive leadership and enhancing women's participation in decision-making processes within innovation ecosystems.

The findings of this study indicate that women's underrepresentation in leadership positions within science and innovation is a persistent and multifaceted issue shaped by structural, institutional, and socio-cultural factors. Despite progress in women's access to higher education and participation in STEM fields, their advancement into senior and decision-making roles remains significantly limited. This disparity highlights a critical gap between participation and leadership, suggesting that access alone is insufficient to ensure equality in outcomes.

One of the key findings relates to the existence of structural barriers commonly described as the "glass ceiling." Women often encounter invisible yet powerful constraints that limit their progression to leadership positions, even when they possess comparable qualifications and experience to their male counterparts. These barriers manifest in unequal access to research funding, limited representation in high-impact publications, and underrepresentation in senior academic and managerial roles. As a result, women are less likely to influence strategic decision-making processes within scientific and innovation systems.

Another important finding concerns the role of organizational culture and institutional practices. The analysis shows that many scientific and research institutions continue to operate within traditionally male-dominated frameworks, where leadership traits are implicitly associated with masculine characteristics such as assertiveness and competitiveness. This bias can disadvantage women, whose leadership styles may differ but are equally effective. Additionally, implicit bias in recruitment, promotion, and evaluation processes further exacerbates gender disparities. Women are often subject to higher performance expectations while receiving less recognition for their achievements, which slows their career advancement.

The study also highlights the critical importance of mentorship, sponsorship, and professional networks in shaping leadership trajectories. Access to influential networks and senior mentors is a key factor in career progression; however, women frequently have limited access to these resources. The absence of strong support systems reduces opportunities for skill development, visibility, and leadership positioning. Conversely, evidence

suggests that targeted mentorship programs and inclusive professional networks can significantly enhance women's leadership potential and career outcomes.

A further dimension of the findings relates to the role of socio-cultural norms and gendered expectations. Traditional perceptions of gender roles continue to influence career choices and professional aspirations. Women often face additional pressures related to balancing professional responsibilities with family and caregiving roles, which can limit their availability for leadership positions that demand high levels of time commitment and mobility. These challenges contribute to the "leaky pipeline" phenomenon, where women gradually exit or stagnate at different stages of their careers, particularly at mid-career and leadership transition points.

In addition, the analysis underscores the influence of discourse and representation in shaping leadership opportunities. Leadership in science and innovation is often portrayed through narratives that emphasize male dominance, thereby reinforcing stereotypes about who is suited for leadership roles. The lack of visible female leaders in academic publications, institutional leadership, and media representations further perpetuates this cycle. This not only affects external perceptions but also impacts women's self-confidence and willingness to pursue leadership positions.

The implications of these findings are significant for innovation systems and organizational performance. The underrepresentation of women in leadership limits diversity in decision-making, which is essential for creativity, problem-solving, and the development of inclusive innovations. Research consistently shows that diverse leadership teams produce more effective and sustainable outcomes. Therefore, failing to promote women's leadership represents not only a social inequity but also a missed opportunity for enhancing innovation capacity and competitiveness.

In response to these challenges, the study identifies several strategic recommendations. First, institutions must implement transparent and equitable recruitment and promotion processes that actively address implicit bias. Second, leadership development programs specifically designed for women can help build the necessary skills, confidence, and networks required for advancement. Third, mentorship and sponsorship initiatives should be institutionalized to provide women with sustained support throughout their careers.

Fourth, organizational cultures must evolve to become more inclusive and supportive of diverse leadership styles. This includes recognizing and valuing different approaches to leadership, as well as promoting work-life balance through flexible policies and supportive workplace practices. Fifth, increasing the visibility of successful women leaders in science and innovation is crucial for challenging stereotypes and inspiring future generations. This can be achieved through media representation, academic recognition, and institutional acknowledgment.

Finally, policy-level interventions play a critical role in driving systemic change. Governments and international organizations should promote gender equality through targeted funding programs, leadership quotas where appropriate, and initiatives that support women's participation in high-level decision-making. Such measures

can accelerate progress and create a more balanced and inclusive innovation ecosystem.

3. Conclusion

Overall, the results demonstrate that enhancing women's leadership in science and innovation requires a comprehensive and coordinated approach that addresses structural, cultural, and institutional barriers. By fostering inclusive environments and providing targeted support, it is possible to unlock the full potential of women as leaders, thereby strengthening innovation systems and contributing to sustainable development.

This study has explored the persistent gender gap in leadership within science and innovation, emphasizing that women's underrepresentation is not merely an issue of participation but a reflection of deeper structural, institutional, and socio-cultural inequalities. The findings demonstrate that despite increased access to education and growing involvement in STEM fields, women continue to face significant barriers in advancing to leadership and decision-making positions. These barriers, including the "glass ceiling," implicit bias, limited access to networks, and unequal distribution of opportunities, collectively restrict women's professional growth and influence within innovation ecosystems.

The analysis further reveals that the absence of women in leadership roles has broader implications beyond individual career outcomes. It limits diversity in perspectives, reduces the inclusiveness of research agendas, and constrains the overall effectiveness of innovation systems. In an era where complex global challenges require interdisciplinary and inclusive solutions, the lack of gender diversity in leadership positions represents a critical gap in the capacity of scientific and technological development.

Importantly, the study highlights that addressing this issue requires more than increasing numerical representation. It calls for a fundamental transformation of institutional cultures, leadership models, and evaluation systems. Creating inclusive environments where diverse leadership styles are recognized and valued is essential for enabling women to thrive. Moreover, strengthening mentorship structures, expanding access to professional networks, and ensuring transparency in recruitment and promotion processes are key to supporting women's advancement.

Policy interventions also play a decisive role in accelerating progress. Targeted initiatives such as leadership development programs, gender-responsive funding mechanisms, and institutional accountability measures can significantly enhance women's representation in senior positions. At the same time, promoting work-life balance and flexible career pathways is essential to addressing the structural constraints that disproportionately affect women.

In conclusion, enhancing women's leadership in science and innovation is both a matter of equity and a strategic necessity. Empowering women to take on leadership roles not only promotes fairness but also strengthens innovation capacity, improves decision-making quality, and contributes to more sustainable and inclusive development. Achieving this goal requires coordinated efforts across educational institutions, research organizations, and policy frameworks.



Only through such comprehensive and sustained actions can the full potential of women as leaders in science and innovation be realized, ultimately benefiting society as a whole.

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Information about authors

Uzbekistan State World
Languages University, student
E-mail:
Odina Bahodirova bahodirovaodina72@gmail.com
<https://orcid.org/0009-0005-3700-9548>



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