



THE CONCEPT OF ADMINISTRATIVE REFORMS IN THE REPUBLIC OF UZBEKISTAN AND ITS PRIORITY DIRECTIONS

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Abstract. *The ongoing reforms aimed at involving the private sector in the implementation of state functions play a crucial role in ensuring the effectiveness of state authority and administration bodies. Specifically, within the framework of the Concept of Administrative Reforms in the Republic of Uzbekistan adopted in 2017, six priority directions for the fundamental reform of the state administration system were defined. Furthermore, based on a special "Roadmap," it was determined to review the activities of more than 100 state and economic management bodies. The material and technical support of local government authorities (khokimiyats) and the remuneration system for their employees were revised, leading to the practical assurance of local bodies' independence in forming and managing local budgets.*

Keywords: *Business, project, education, economic management, Cabinet of Ministers, socio-economic, extraterritorial principle.*

Additionally, in 2017, the Ministry of Housing and Communal Services, the Ministry of Preschool Education, the Ministry of Foreign Trade, the State Committee for Tourism Development, and the National Project Management Agency were established to effectively address accumulated problems in the relevant sectors. The executive structures of the Presidential Administration of the Republic of Uzbekistan and the Government Apparatus were reviewed and improved. While the functions and tasks of 18 ministries and agencies were improved and 24 state and economic management bodies along with other organizations were reorganized, in 2018, 93 state administration bodies underwent reform; 77 ministries and agencies were reorganized, 7 were abolished, and 9 were newly established.

In 2019, the Decree of the President of the Republic of Uzbekistan "On priority measures to increase the responsibility of the Cabinet of Ministers of the Republic of Uzbekistan for the effective implementation of strategic tasks of socio-economic development of the country" and the Resolution "On the introduction of a qualitatively new system for organizing the work of the Government of the Republic of Uzbekistan" were adopted. In accordance with these documents, the main directions for improving the efficiency of the Cabinet of Ministers' activities were determined. The practice of Deputy Prime Ministers simultaneously heading joint-stock companies and other organizations with a state share was abolished, and their number was optimized.



As a result of administrative reforms in the governance system, the number of districts (cities) increased from 193 in 2016 to 207 in 2021. Currently, the system of the Cabinet of Ministers includes 24 ministries, 9 state committees, 4 state inspectorates, 14 agencies, 5 committees, 6 centers, 2 central institutions, 4 inspectorates, 9 associations, 10 banks, 23 companies, 6 unions, 1 fund, and more than 10 other organizations; over 100 organizations operate within their structural subdivisions.

Another fundamental reform implemented in the sector is the establishment of the Public Services Agency under the Ministry of Justice and its territorial divisions on December 12, 2017. A total of 205 Public Services Centers were established across the country in every district, along with the launch of more than 100 branches in remote areas. At the same time, the opportunity to receive 157 types of public services based on the **extraterritorial principle**, regardless of the place of residence, was created. Consequently, the number of documents submitted by citizens and the time required for service provision were significantly reduced, while quality and efficiency were improved.

Specifically, while more than 120,000 public services were rendered to entrepreneurs in 2017, to date, more than 26 million applications for public services have been received from individuals and legal entities. Over 110 legislative acts regarding the sphere of public service delivery were developed, and more than 70 services were simplified. Additionally, nearly 80 administrative regulations concerning the provision of public services were adopted. As a result, the number of required documents was reduced from 167 to 79, and the service delivery timeframe was shortened from 499 days to 271 days. Access to 254 public services was enabled through the *my.gov.uz* portal.

At the same time, a number of conditions, such as the procedure for registering business entities, their authorized capital, and the requirements set for the authorized capital of enterprises with foreign investment participation, were optimized.

As a result of these implemented efforts, Uzbekistan ranked 8th among 190 countries in the "Starting a Business" indicator of the World Bank's "Doing Business" rating.

The training and recruitment of personnel for the civil service have been raised to a new level. Specifically, in order to abandon the practice of combining state administration and economic functions and to increase the efficiency of the civil service, the Agency for the Development of Public Service under the President of the Republic of Uzbekistan was established by the Presidential Decree dated October 3, 2019.

The People's and Virtual Receptions of the President, civil society institutions, non-governmental non-profit organizations, institutions of public control, and public councils under state bodies have been playing an important role as a means of establishing effective cooperation between the state and public organizations in building a free civil society in the field of public administration.

Operating since 2017, the People's Receptions and Virtual Receptions of the President of the Republic of Uzbekistan in all regions have established direct dialogue with the



population, ensuring the prompt resolution of local problems, the elimination of shortcomings, and the realization of the rights and interests of individuals and legal entities.

For instance, in 2017 alone, more than 1.4 million appeals were received by the Virtual and People's Receptions from individuals and legal entities. Since 2019, the President's People's Receptions have transitioned to an active system of identifying and solving problems through **door-to-door visits**. In 2020, close to 1.2 million appeals were addressed to the President's Virtual Reception and People's Receptions.

As a result of information submitted and reports heard by the President's People's Receptions, 752 responsible employees who failed to handle appeals at the required level were held accountable. The People's Receptions were granted the authority to examine the activities of state bodies, submit representations to them, and introduce proposals on imposing disciplinary liability, up to dismissal from office, on officials who allowed violations of the law.

Within the framework of the Action Strategy, consistent work is being carried out in Uzbekistan to ensure freedom of speech and information, and to form the institutional and legal foundations for the development of the information sphere and mass communications.

Specifically, a systematic approach has been established to ensure sufficient cooperation of the press services of state bodies and other organizations with the public and mass media, to improve the system of state support for the information sphere, to rapidly develop the country's media market, to ensure the openness of the activities of state bodies and other organizations, and to organize the production of books and other printed products.

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