



Influence of public administration reforms on the prestige of Uzbekistan in the international arena

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ARTICLE INFO

Article history:

Received April 2021
Received in revised form
28 April 2022
Accepted 20 May 2022
Available online
10 June 2022

Keywords:

governance,
public administration
reforms,
public policy,
digitalization,
power optimization,
Development Strategy,
public services,
concept,
decentralization of power.

ABSTRACT

This article provides a brief overview of the reforms carried out in the state governance system, analyzes changes in the field of governance, new approaches to management, the quality and volume of public services provided, the prospects for its development in our country, and also examines the current plans for the development of the public administration system, problems and shortcomings that still exist in this area today. At the same time, the place of the country in the most important ratings and indices in this area is discussed, referring to international sources, and proposals are made for the further development of the public administration system and raising the country's authority in the international arena.

2181-1415/© 2022 in Science LLC.

DOI: <https://doi.org/10.47689/2181-1415-vol3-iss5/S-pp294-299>

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Davlat boshqaruvi sohasidagi islohotlarning O'zbekistonning xalqaro maydondagi nufuziga ta'siri

Kalit so'zlar:

davlat boshqaruvi
islohotlari,
davlat siyosati,
raqamlashtirish,
quvvatni optimallashtirish,
rivojlanish strategiyasi,
davlat xizmatlari,
konsepsiya,
hokimiyatni
markazsizlantirish.

ANNOTATSIYA

Mazkur maqolada davlat boshqaruvi tizimida amalga oshirilayotgan islohotlar haqida qisqacha ma'lumot berilgan, boshqaruv sohasidagi o'zgarishlar, boshqaruvga yangicha yondashuvlar, ko'rsatilayotgan davlat xizmatlari sifati va hajmi, mamlakatimizda uni rivojlantirish istiqbollari tahlil qilingan, shuningdek, davlat boshqaruvi tizimini rivojlantirishning joriy rejalari, ushbu sohada bugunda ham mavjud muammo va kamchiliklar o'rganilgan. Shu bilan birga, mamlakatimizning mazkur yo'nalishdagi eng muhim reyting va indeksdagi o'zni xalqaro manbalarga tayangan holda muhokama qilinib, davlat

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boshqaruvi tizimini yanada rivojlantirish, mamlakatimizning xalqaro maydonda bu boradagi nufuzini oshirish bo'yicha takliflar berilgan.

Влияние реформ государственного управления на престиж Узбекистана на международной арене

АННОТАЦИЯ

Ключевые слова:

реформы государственного управления, государственная политика, цифровизация, оптимизация власти, Стратегия развития, государственные услуги, концепция, децентрализация власти.

В данной статье дается краткий обзор проведенных реформ в системе государственного управления, анализируется изменения в сфере управления, новые подходы к регулированию, качество и объем оказанных государственных услуг, перспективы его развития в нашей стране. В ней также рассматриваются текущие планы развития системы государственного управления, проблемы и недостатки, которые на сегодняшний день все еще существуют в данной сфере. Ссылаясь на международные источники, обсуждается место страны в наиболее важных рейтингах и индексах по данной сфере, а также предлагаются предложения по дальнейшему развитию системы государственного управления и повышению авторитета страны на международной арене.

Over the past 6 years, the reform of the public administration system, revision of the legal framework of this system, the establishment of a new level of executive discipline, optimization of the system, radical change in the field of public services, as well as Systematic and targeted plans are being identified and implemented in the digitization of projects.

In particular, work on new policies in the field of state development, i.e. development strategies focused on specific goals, clearly defining the relevant measures, concepts for reforming sectors based on the strategy, action plans and programs to ensure their effective implementation has begun. In total, more than 300 laws and more than 4,000 by-laws were adopted.

They include the Development Strategy for 2017–2021, one of the main directions of which is the improvement of the system of state and public construction, according to which, over the past 4 years, the following has been achieved:

The Concept of Administrative Reforms has been adopted in the Republic of Uzbekistan. In the period from 1991 to 2016, no documents were adopted in this regard.

As a result:

110 inefficient interdepartmental collegial bodies were liquidated;

6 public functions were transferred to private sector entities;

A system of corporate governance and financial audit has been introduced in 39 state-owned enterprises.

As a result of the work carried out, *a qualitatively new communication system with the people, and a positive and rapid solution to their problems has been created.* A number of normative and legal documents have been adopted on the priorities of improving the system of state and society building, and the problems that have accumulated over the years have been resolved, and the sector has been fully regulated.

In the system of Public Administration, it was achieved that the principle of checks and balances (scales) was practically reflected. The procedure for the approval of candidates for Deputy Prime Ministers, ministers and chairmen of state committees by the Legislative Chamber upon nomination by the Prime Minister, and approval by the President is established. Cooperation between the parliament and the executive power has been strengthened. For example, the post of Permanent Representative of the Cabinet of Ministers to the Oliy Majlis has been established. The system of hearing reports from local government leaders has been redesigned. The role of local Councils of People's Deputies in solving urgent problems in the regions has been increased.

In accordance with the policy of decentralization, the institutional system of the state apparatus was revised and significant reforms were carried out to streamline and increase its efficiency. 26 centralized functions have been transferred to territorial bodies and local self-government bodies. Including:

- governors were given 6 important functions in the areas of budget, investment and construction;

- 2 important functions in the field of taxation and investment were transferred to local councils;

- 18 important functions in the field of tourism, education, housing, small industrial zones, veterinary medicine, ecology, drinking water, retail trade, public catering, medicines and real estate activities have been transferred to regional public administration bodies.

The process of addressing socio-economic issues was overly centralized from 1991 to 2016.

Only, in the judiciary, by 2022, based on the relevant decision, 2 agencies and their territorial structures were merged into the Ministry of Justice with the transfer of tasks, functions and powers. The number of management staff was reduced to 110 people. District (city) centres of legal services, public service centres, as well as civil registry offices were transferred to the structure and subordination of the district (city) departments of justice.

In addition, recurring tasks and functions have been revised. Management structures were reduced from 666 to 222 (67%), and the number of functions was reduced from 388 to 215 (46%). An integrated approach is being introduced: at the same time, the procedure for providing interconnected public services will be simplified.

In recent years, the Uzbek government has been paying close attention to the full digitalization of all sectors. In particular, the Strategy "Digital Uzbekistan – 2030" was approved by the Decree of the President of the Republic of Uzbekistan dated October 5, 2016. The strategy envisages two programs: digitization of regions and digitization of networks, and consists of priorities, such as digital infrastructure, e-government, the national market for digital technologies, and the development of education and training in the field of information technology. The most important condition for the successful implementation of the Strategy "Digital Uzbekistan – 2030" is the financial security of the industry and increasing the digital literacy of the population.

"Digital Uzbekistan – 2030" will play an important role in achieving the goals set out in other national strategic documents and programs, in particular, the UN Sustainable Development Goals for 2030 and the New Uzbekistan Development Strategy for 2022–2026.

As a result of the reform of the public service delivery system, more than 160 of the more than 700 available public services have been provided interactively through the Centers, and about 270 through the Single interactive public services portal in an interactive manner.

According to statistics, public service centres have provided more than 40 million services to the population in the last four years, creating a system that minimizes the interaction of citizens with government officials. In total, the practice of requiring 73 types of references by government agencies has been abolished, moreover, including the introduction of a procedure for obtaining 18 types of analyzed data through electronic collaboration, which has saved about \$ 15 million annually.

A single electronic system for the development, approval and registration of decisions of local executive bodies “E-qaror” has been launched. This system is an important factor in ensuring the active participation of our citizens in the process of creating local norms, transparency of public administration, and the fight against corruption.

Current activities in the field are reflected in *the New Uzbekistan Development Strategy for 2022–2026, adopted this year and being very relevant*, in which one hundred strategic goals were identified to be achieved within the framework of 7 priorities for the next five years. Including, in the reform of public administration:

- *transformation of public administration bodies based on the principle “Civil servant”, in other words, a clear procedure for the establishment and abolition of ministries and departments, development of legal mechanisms providing for criteria that distinguish them from each other, establish clear criteria for the rational use of human and material resources, elimination of conflicts of interest in the exercise of state control over the activities of public administration, involvement of the general public in this process;*

- *introduction of a compact, professional, fair, high-performance public administration system, ensuring the necessary conditions for the heads of ministries and departments to independently address organizational and legal issues, ensuring the effective implementation of decisions, improving the quality of office work, strengthening the responsibility and accountability of public administration in resolving territorial issues and creating a new system for planning their strategic directions.*

- *make the administrative apparatus compact and optimize work processes in the public administration system, in other words, the goal is to triple the number of some public functions transferred to the private sector, expand public-private partnerships and the widespread introduction of digital technologies, and organize the effective work of regional administrations in the development of regions.*

The implementation of the program of measures developed based on these goals will certainly contribute to the further development of our country, the quality of life of the population, as well as the sustainable development of all areas.

As for the policy of governance in the international arena, in recent years *Uzbekistan has improved its efforts to receive and effectively use international support and assistance.*

The results of the reforms carried out under the leadership of the President of our country have brought the history of our country to a new level, and the confidence of many foreign agencies, officials and experts in our country has increased. In this regard, it

is important to further strengthen neighbourly relations, radically improve the investment climate in our country, and modernize international trade, currency, tax and other systems.

According to the World Bank's The Worldwide Governance Indicators (WGI) project [5], Uzbekistan ranked 172nd in 2013, but as a result of reforms, it rose to 138th in 2019.

In particular, in the report of *the Transformation Index for 2022, compiled by the Bertelsmann Foundation*, we have seen that our country has improved its performance compared to previous years. According to this report, Uzbekistan is up +0.07 points on the Status index and +0.03 points on the Governance index, as major achievements, the Governance Index rose to 6 levels compared to 2020, while the Status Index rose to 5 levels. The highest increases were in the Governance index of 2020, from 5.3 points in the International Relations Indicator to 5.7 points, and from 3.3 points in the Resource Efficiency Indicator to 3.7 points, as a result, The Governance performance criterion noted an increase of 7 points compared to the 2020 report.

In particular, the Transformation Index of the Bertelsmann Foundation for 2020 noted a significant increase in the number of indicators in the Republic of Uzbekistan, which is slightly higher than in 2018. According to the report, the Governance Index has risen by 9 points compared to the end of 2018, while the Status Index has risen by an average of 1 level. The largest increase was recorded in the "International Relations" Indicator of the Governance index, which rose from 3.3 points in 2018 to 5.3 points.

As a result of the reforms implemented, the international evaluation of the governance system has shown an upward trend in the ranking indicator, which is compiled every two years, Uzbekistan ranked *117th in 2018, 110th in 2020 and 104th in the report for the last 2022.*

The Country Report notes that the sector assessed by the Governance Indicator is changing for the better, but there are still shortcomings. *These include existing structural constraints on governance, the consensus in the political process, inefficient use of resources, shortcomings in governance, and untapped prospects for international cooperation.*

Of course, these developments indicate the positive effect of public administration reform in Uzbekistan. Our brief analysis shows that the systematic implementation of reforms in the field, based on advanced foreign experience, the capabilities of the state and the readiness of the population, will have a positive impact on the "image" of Uzbekistan and increase its authority in the international arena.

In addition to ensuring the effective implementation of the goals outlined in the Development Strategy and other programs, it is proposed to implement the following:

1. The executive branch, in particular, should be encouraged to ensure that ministries achieve their goals in a coordinated manner with the relevant ministry, rather than in a competitive environment. For example, the Ministry of Economic Development and Poverty Reduction and the Ministry of Finance, the Ministry of Education, and the Ministry of Labor can benefit for the benefit of society if they work at the same time. They will work together to decide which professions will be in high demand in the future, how to prepare young people for this, and what types of businesses should be started. There, the minister allocates funds to the general account for these purposes, and then the agencies agree on how to spend these funds. This will be an interesting experience for us, and we can implement innovative approaches to encourage government bodies to adapt to each other.

2. Opportunities for training public administration staff are not yet well established in Uzbekistan. Health care and economic reform, for example, need cadres who understand how closely they are intertwined. For example, it is necessary to train management staff who understand the relationship between agricultural policy, transport and exports of agricultural products, that is, personnel who can better assess the situation in terms of public interests. The Academy of Public Administration should pay enough attention to necessary disciplines, such as “Public Policy”.

3. The centralization of state functions and powers will continue to reduce the role of local executive bodies in the implementation of regional development programs and in solving the most important problems of the population. Ensuring the full implementation of reforms, further improving the system of public administration and reduction of repetitive and non-recurring tasks and functions to make a system capable of timely identification and effective solution of problems of socio-economic development, further optimization and decentralization of the public administration system should be achieved through the elimination of redundant powers.

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