

## PROVISION OF PUBLIC SERVICES IN NEW UZBEKISTAN AS AN EFFECTIVE TOOL OF COMMUNICATION WITH THE PEOPLE

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### Abstract

The provision of public services in New Uzbekistan reflects the nation's transformative approach to governance, focusing on transparency, accessibility, and active citizen engagement. By leveraging digital platforms and simplifying administrative procedures, Uzbekistan has aimed to strengthen trust between the government and society. This article explores the evolution of public service delivery as a critical mechanism for fostering communication with the populace, highlighting key reforms, challenges, and future directions. The significance of this process lies in bridging the gap between governmental institutions and citizens, enhancing overall public satisfaction, and promoting inclusive development.

**Keywords:** Public services, Digital governance, Citizen engagement, administrative reform, New Uzbekistan, Government communication, Service delivery.

### Introduction

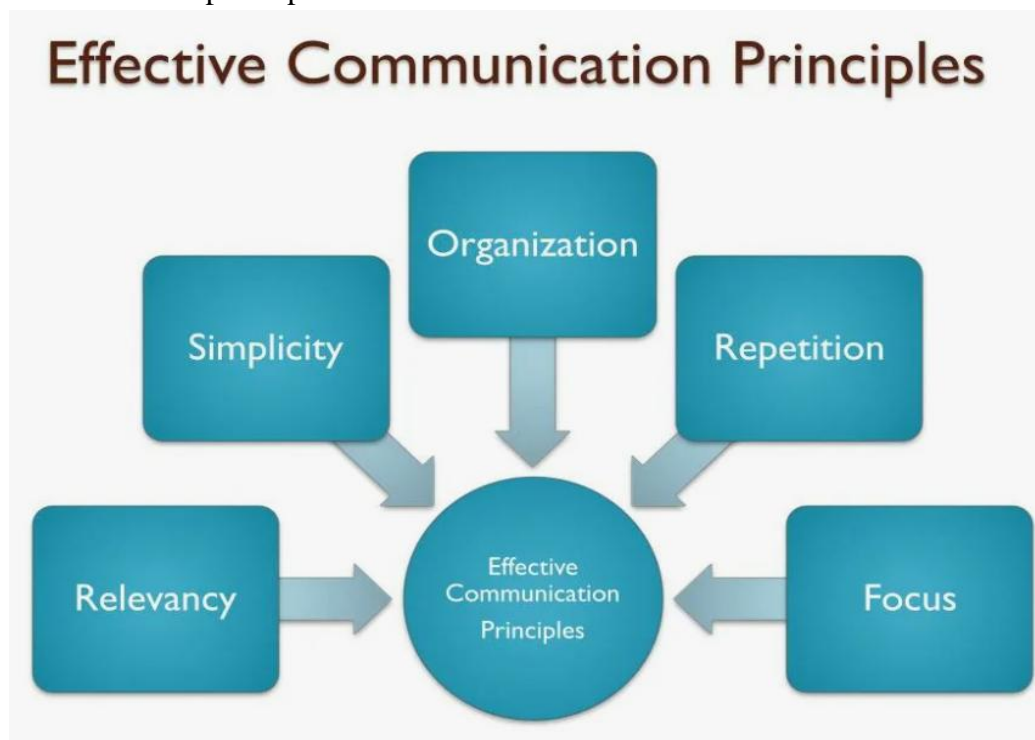
The concept of public service provision has undergone significant transformation in Uzbekistan over the past decade. As part of the broader agenda of "New Uzbekistan," the government has prioritized the modernization of administrative processes to ensure more efficient and transparent interaction with citizens. This shift aligns with global trends emphasizing e-governance, public accountability, and participatory decision-making.

Public services are foundational to the relationship between the state and its citizens, serving as both a reflection of governance quality and a critical avenue for public communication. In recent years, Uzbekistan has embarked on a comprehensive strategy to enhance service delivery, leveraging digital technologies and reducing bureaucratic barriers. This initiative reflects the government's commitment to fostering a responsive and citizen-centric administrative system.





This article investigates the role of public services in facilitating effective communication between the government and the people in New Uzbekistan. It will examine the historical context of public service reforms, the current landscape, and future trajectories. By analyzing key policies and case studies, the paper aims to underscore the importance of public services as not only administrative tools but also as essential instruments for strengthening democratic governance and civic participation.



The activities of local sectors are becoming very effective in implementing large-scale work such as communicating with the people, finding solutions to the issues that are troubling people by studying the existing problems on a neighborhood-by-neighborhood and household-by-house basis, developing regions on the basis of mutual solidarity, improving infrastructure in residential areas, creating favorable conditions for family entrepreneurship and small businesses. In particular, efforts aimed primarily at creating decent living conditions for the population in rural areas, as well as realizing the creative potential of citizens in implementing reforms, identifying driver areas for each region and supporting activities in this regard are yielding positive results.

Systematic work is being carried out in the republic to eliminate bureaucracy, red tape and other administrative obstacles in the provision of public services, and to radically reduce outdated and outdated procedures.

In particular, the requirement for the population and business entities to submit 73 types of certificates and documents has been abolished, and a system has been introduced for state bodies to obtain this information using the interdepartmental integration platform of the “Electronic Government” system.

At the same time, it is necessary to increase the scale of providing public services to the population in convenient and easy forms and prevent citizens from wandering from office to office, and to consistently continue work on reliable protection of information contained in the information system of state bodies.

In order to increase the scope of public services for individuals and legal entities, expand the ability of the population to independently use electronic public services remotely, as well as create an inclusive environment by creating equal conditions for all in this regard:

1. Starting from August 1, 2022:

a) in addition to the existing systems and means of personal identification for using public services, the Mobile-ID system for identifying individuals (hereinafter referred to as the Mobile-ID system) shall be introduced;

b) a procedure shall be established in accordance with which:

The Mobile-ID system is a component of the unified information system for identifying users of the “Electronic Government” system and provides for the identification of an individual by his mobile phone number;

Identification of an individual using the Mobile-ID system shall be carried out, at the request of the citizen, by the public services center (hereinafter referred to as the Center) or a notary office, or through the mobile application of the Unified Interactive Public Services Portal (hereinafter referred to as the Unified Interactive Public Services Portal);

When a citizen applies directly to the Center or notary office for identification using the Mobile-ID system, the original of the identity document is presented, and an employee of the Center or notary office takes a digital photo of the citizen's face, takes an electronic fingerprint, and links the mobile phone number to the personal account in the Mobile-ID system;

When a citizen uses the mobile application of the Mobile-ID system for identification using the Mobile-ID system, the remote biometric identification (Face-ID) method or an electronic digital signature on the ID card is used, and the mobile phone number is linked to the personal account in the Mobile-ID system free of charge;



Identification of citizens directly through the Centers or notary offices into the Mobile-ID system is carried out without charging a fee until December 31, 2022, and from January 1, 2023, a one-time fee of 2% of the base calculation amount is charged;

Users of the Mobile-ID system can use all state services (except financial services) without using an electronic digital signature;

All notifications sent to a citizen's personal account in the Personal Account System are sent in the form of SMS messages to the mobile phone number identified through the Mobile-ID system, at his request and based on established fees.

2. It is determined that the costs associated with the implementation of the Mobile-ID system and future technical support will be covered by the Fund for the Development of Public Services of the Ministry of Justice and extra-budgetary funds of the Ministry of Information Technologies and Communications in an equal amount or from other sources not prohibited by legislative acts.

3. The following shall be determined as the priority areas of activity of the Ministry of Justice in the implementation of tasks related to the provision of public services to the population and business entities in the next five years:

Modernization of the national system of public services based on the principle of “citizen-centric service”;

Expanding the capabilities of information and communication technologies used in the activities of the centers, dramatically increasing the level of use of electronic public services by the population, and conducting business on the principle of “paperless”;

Optimizing each public service based on business process modernization methods (Business Process Reengineering), including fully implementing the “single window” principle in practice by minimizing deadlines and the number of required documents;

Establishing new types of public services based on the current state of socio-economic and technological development, the needs and requirements of the population and business entities, and merging or canceling public services that have lost their relevance;

Creating an inclusive environment in the provision of public services to persons with physical disabilities and disabilities;

Expanding the practice of providing proactive public services and interrelated composite public services based on a single request, based on the initiative of state bodies;

Creating the necessary conditions for self-service, improving the skills of the population and business entities to independently use public services.

The system of providing public services in the country is being consistently improved and modernized, which allows improving the quality of life of the population, the investment climate, the business environment and developing business.

Since 2003, the registration of business entities on the principle of "single window" has been carried out by the inspection bodies for registration of business entities under the khokimiyats of districts (cities) (hereinafter referred to as the Inspections).

Starting from January 1, 2016, single centers for providing public services to business entities on the principle of "single window" (hereinafter referred to as the Single Centers) were established on the basis of the Inspections.



The transfer of Single Centers from the structure of district (city) khokimiyats to the Ministry of Justice of the Republic of Uzbekistan from February 1, 2017 was the next step in the development of this area, allowing the formation of vertical management and the organization of their effective activities. As a result, the number of public services provided by Single Centers increased to 33.

The launch of an automated system for state registration of business entities from April 1, 2017, which allows reducing registration procedures to 30 minutes, contributed to improving Uzbekistan's position in the "Registering a Business" indicator in the global ranking "Doing Business 2018" from 24th to 11th place.

At the same time, some systemic problems prevent the national system of public service delivery from moving to a qualitatively new level that fully meets the needs of the population and business entities. In particular:

Firstly, only business entities can use the opportunity to provide public services under the "single window" principle. In this case, citizens are still forced to go through complex procedures for issuing documents in various state bodies on their own;

Secondly, the lack of information systems, resources and databases in a number of state bodies, as well as their low level of interdepartmental integration, do not ensure convenient and timely use of the entire range of public services by individuals and legal entities;

Thirdly, the procedures for providing most public services remain complex and difficult to use, the mechanisms for pricing are not transparent, and in some cases, requirements for the provision of "monopoly" services are being established in the interests of narrow departments; Fourth, the low level of implementation of information and communication technologies, the preserved patterns of paper document circulation lead to unreasonable financial costs, long waiting times for citizens and the formation of queues, and, as a result, in some cases, corruption and bureaucracy;

Fifth, there is no effective system for monitoring and assessing the quality of public services, including through real-time remote monitoring and public opinion surveys.

The above factors do not allow ensuring widespread use of public services by the population, reducing the time and financial costs associated with their provision, and increasing the level of satisfaction of the population with the activities of state bodies.

In order to implement the Strategy of Actions on the Five Priority Areas of Development of the Republic of Uzbekistan in 2017-2021 and the Concept of Administrative Reforms in the Republic of Uzbekistan, as well as to ensure the transition of the national system of providing public services to the population to a qualitatively new level:

1. The following shall be considered the most important areas of radical reform of the national system of providing public services:

firstly, to unconditionally implement the grand idea that "The people should serve our people, not state agencies," by radically improving their quality, efficiency, transparency and accessibility in the field of providing public services;

secondly, to transform the single centers for providing public services to business entities on the "single window" principle into Public Service Centers providing services to both legal entities and individuals on the "single window" principle;





thirdly, to approve administrative regulations for each type of public services, which provide for the simplification of the mechanism for providing public services, first of all, by eliminating unnecessary procedures, allowing authorized state bodies and other organizations to independently receive the necessary documents and information from other structures, in accordance with the principle of “Documents, not citizens”, in accordance with the principle of “Documents, not citizens”;

fourthly, to rapidly introduce innovative solutions and information and communication technologies into the field of public services, integrate databases of state bodies and other organizations into a single system of interdepartmental electronic cooperation, and expand the practice of providing public services through the Single Interactive Public Services Portal of the Republic of Uzbekistan;

fifth, the use of affordable, convenient and transparent methods of providing public services, including through outreach to remote areas (“mobile public services”), an automated queue management system and an extended work schedule aimed at eliminating bureaucracy and corruption in this area;

sixth, the introduction of advanced mechanisms for monitoring and assessing the quality and efficiency of public services, the organization of an effective system of feedback from the population, including through quick contacts, online surveys on official websites, social networks and mobile applications;

seventh, the organization of systematic training and retraining of qualified personnel in the field of public services, their systematic improvement of their skills, including through internships in leading specialized institutions of foreign countries.

2. The Agency for State Services under the Ministry of Justice of the Republic of Uzbekistan (hereinafter referred to as the Agency) shall be established on the basis of:

The Department for Coordination and Development of the Provision of State Services of the Ministry of Justice of the Republic of Uzbekistan with 38 staff units and its territorial departments;

Unified centers for the provision of state services to business entities on the principle of a "single window".

While maintaining the current procedure for financing at the expense of the following funds:

The State Budget of the Republic of Uzbekistan - 24 staff units of the Service for the Protection of Citizens' Rights, Control and Coordination of Work with Appeals of Individuals and Legal Entities of the Office of the President of the Republic of Uzbekistan;

The budget of the Republic of Karakalpakstan, local budgets - 157 specialist positions of the People's Reception Offices of the President of the Republic of Uzbekistan in districts (cities) shall be transferred to the Agency.

3. The following shall be defined as the main tasks of the Agency:

implementation of a unified state policy in the field of providing public services to individuals and legal entities;

improvement of the procedure for providing public services by eliminating redundant administrative procedures, as well as developing interdepartmental electronic cooperation;

formation of a unified register of public services, coordination of the activities of state bodies and other organizations in this area;



participation in the development of unified approaches to the design, preparation, implementation and integration of information systems, resources and databases used in the provision of public services;

control and assessment of the effectiveness of the activities of state bodies and other organizations in the field of providing public services, including the implementation of relevant information systems, resources and databases;

organization of the introduction of innovative forms and methods of providing public services, development of proposals for improving legislation and law enforcement practice in this area.

4. From January 1, 2018, single centers for providing public services to business entities on the principle of "single window" shall be transformed into Public Service Centers operating under the Public Reception Offices of the President of the Republic of Uzbekistan in districts (cities), the following shall be determined as their main tasks:

to provide public services to individuals and legal entities on the principle of a "single window", including in remote areas;

to ensure high quality, efficiency, transparency, convenience and accessibility of public services, to avoid bureaucracy, red tape and other administrative obstacles in this area;

to implement interdepartmental cooperation, primarily electronic cooperation, which ensures the prompt receipt of documents and information necessary for the provision of public services;

to provide qualified information and advisory assistance to individuals and legal entities in the provision of public services;

to ensure compliance with the requirements of legislation and administrative regulations in the provision of public services by authorized state bodies and other organizations.

5. It is determined that:

The Agency's activities shall be coordinated by the Service for the Protection of Citizens' Rights, Control and Coordination of Work with Appeals of Individuals and Legal Entities of the Office of the President of the Republic of Uzbekistan;

Coordination of the activities of the territorial departments of the Agency shall be carried out by the People's Reception Offices of the President of the Republic of Uzbekistan in the Republic of Karakalpakstan, regions and the city of Tashkent;

Coordination of the activities of the Public Service Centers shall be carried out by the People's Reception Offices of the President of the Republic of Uzbekistan in districts (cities).

The scheme for coordinating the activities of the Agency and its territorial divisions shall be approved in accordance with Appendix 1.

6. The Ministry of Justice of the Republic of Uzbekistan shall be entrusted with exercising general management and control over the activities of the Agency, strengthening the material and technical base and organizing advanced training of the Agency's employees.

7. The Republican Commission for Coordination of Activities in the Field of Provision of Public Services to Business Entities, established by the Resolution of the President of the Republic of Uzbekistan No. PQ-2750 dated February 1, 2017 "On Additional Measures to Improve the Mechanisms for Providing Public Services to Business Entities", shall be abolished.

Within the structure of the Service for the Protection of Citizens' Rights, Control and Coordination of Work with Appeals of Individuals and Legal Entities of the Office of the



President of the Republic of Uzbekistan, a Department for Coordination of the Provision of Public Services shall be established with 4 staff units within the total number of staff.

8. The State Committee for Architecture and Construction of the Republic of Uzbekistan, together with the Ministry of Justice, shall, within two months, develop standard projects of the buildings of the People's Reception Rooms of the President of the Republic of Uzbekistan in districts (cities), taking into account the placement of Public Service Centers in them, and submit them to the Cabinet of Ministers of the Republic of Uzbekistan for consideration.

The Council of Ministers of the Republic of Karakalpakstan, regional and Tashkent city khokimiyats shall:

To take measures to build modern buildings of the People's Reception Offices of the President of the Republic of Uzbekistan in districts (cities) in accordance with the approved projects, primarily under the terms of public-private partnership;

To ensure the placement of State Service Centers in the buildings of the People's Reception Offices of the President of the Republic of Uzbekistan in districts (cities) until the new buildings are put into operation, and in other buildings, if necessary, with the creation of the necessary conditions for the high-quality provision of state services to individuals and legal entities.

9. The following:

Comprehensive measures to further improve the system of providing state services to individuals and legal entities (hereinafter referred to as the Comprehensive Measures) in accordance with Appendix 2;

To approve the list of state services provided exclusively through State Service Centers on the "single window" principle, which will be gradually introduced in 2018-2020 (hereinafter referred to as the List) in accordance with Appendix 3.

The State Advisor to the President of the Republic of Uzbekistan T.A.Khudaybergenov and the Prime Minister of the Republic of Uzbekistan A.N.Aripov shall review the implementation of the approved Comprehensive Measures and the List on a monthly basis.

The provision of public services to business entities shall be carried out by the Centers for Public Services in accordance with the Resolutions of the President of the Republic of Uzbekistan dated September 28, 2015 No. PQ-2412 "On measures to further improve the procedure for providing public services to business entities on the principle of a "single window"" and No. PQ-2750 "On additional measures to improve the mechanisms for providing public services to business entities" dated February 1, 2017.

10. The responsible state bodies and other organizations specified in the list shall, within the established deadlines:

Develop standard forms and forms of documents and other acts necessary for the provision of state services through public service centers and approve them in agreement with the Ministry of Justice of the Republic of Uzbekistan;

Develop draft administrative regulations, together with interested ministries and departments, on the provision of relevant types of state services, including those providing for the abolition of the requirement for citizens to provide documents and information obtained from other state bodies and other organizations through interagency electronic cooperation.

Public service reforms in New Uzbekistan are rooted in the broader national strategy aimed at fostering economic growth, reducing corruption, and ensuring social welfare. One of the





cornerstones of this reform process is the introduction of digital governance platforms that facilitate more efficient service delivery. Platforms such as the "Single Interactive State Services Portal" have revolutionized the way citizens access governmental services, streamlining procedures and minimizing the need for physical interactions.

Additionally, Uzbekistan's government has actively sought to decentralize service provision, empowering local governments to respond directly to the needs of their communities. This approach not only improves efficiency but also promotes a sense of ownership and accountability at the local level. By addressing regional disparities and enabling localized solutions, public service reforms have become instrumental in promoting balanced development across the country.

Another critical aspect of public service reform in Uzbekistan is the emphasis on transparency and anti-corruption measures. By digitizing key administrative functions and ensuring open access to information, the government has significantly reduced opportunities for corrupt practices. Public feedback mechanisms and complaint platforms further enhance the accountability of service providers, ensuring that citizens' voices are heard and addressed promptly.

Despite significant progress, challenges remain in fully realizing the goals of public service reforms. Digital literacy, infrastructure gaps in remote regions, and resistance to change within certain segments of the bureaucracy pose obstacles to seamless implementation. Addressing these challenges requires sustained investment in education, infrastructure development, and continuous training for civil servants.

Looking ahead, the future of public service provision in Uzbekistan hinges on the government's ability to adapt to emerging technologies and evolving citizen expectations. Expanding e-governance initiatives, fostering public-private partnerships, and enhancing civic engagement mechanisms will be key to ensuring the long-term success of these reforms.

Public-private partnerships (PPPs) have emerged as a pivotal strategy in enhancing public service delivery in Uzbekistan. By involving private entities in the design, financing, and implementation of public infrastructure projects, the government can leverage additional resources and expertise. This approach not only accelerates the development of key sectors, such as healthcare, education, and transportation, but also introduces innovative solutions that improve overall service quality. The establishment of clear legal frameworks and regulatory mechanisms has been essential in fostering a conducive environment for such collaborations. Moreover, the government's focus on data-driven governance has paved the way for more informed decision-making processes. By utilizing big data analytics and artificial intelligence, public institutions can identify patterns, predict service demands, and allocate resources more efficiently. This shift towards evidence-based policy-making marks a significant departure from traditional bureaucratic practices, positioning Uzbekistan as a forward-looking state ready to embrace future challenges.

Efforts to enhance inclusivity have also played a central role in shaping public service reforms. Recognizing the diverse needs of its population, the government has prioritized the development of multi-language service platforms and the establishment of accessible service centers in rural and remote areas. Such initiatives ensure that vulnerable and marginalized communities are not left behind in the country's development trajectory.



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