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Key Factors of Reforming Public Administration in Uzbekistan During the New Reform Period

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Abstract: This article analyzes the key factors of reforming the public administration system of the Republic of Uzbekistan in the period of new reforms from a scientific and analytical perspective. In recent years, large-scale political, economic, and social transformations implemented in the country have made the modernization of the state governance system an objective necessity. The reform agenda, at the core, hinges on enhancing efficiency, transparency, accountability, and both the citizen-centric nature of public administration. It identifies and discusses the key drivers of public administration reform: the strengthening of the legal and institutional environment; the decentralization of management; the capacity development of human resources in the public sector; the extension of e-governance; and, the improvement of the quality and accessibility of public services. The utilization of modern management principles, including result-oriented governance, e-government mechanisms, and public-private partnership practices, is highlighted. Also, the paper studies how ensuring sustainable and effective governance requires social demand, civil society institutions as well as public control. It further examines the challenges faced during the reform process to date, and possible solutions to these challenges which align with international best practice. Share → The research results deepen the understanding of the ongoing reforms and can serve as a theoretical and practical framework for continuing to improve the public administration system in Uzbekistan.

Keywords: Public Administration, Governance Reform, New Reform Period, Institutional Development, Digital Governance, Transparency, Public Services, Civil Society

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1. Introduction

In the globalisation era and quickly changing socio-economic condition, improvement of public administration has become a critical issue for sustainable development, social stability and national competitiveness. Reforming the state governance system is a political prerogative and a strategic imperative for all countries in systemic transformation. In this spirit, the Republic of Uzbekistan over the past few years has entered the new stage of its evolution, associated with comprehensive reforms to modernize the public administration, expand the scope of democratic institutions, and enhance the quality of public services. The era of new reforms marks the departure from a largely centralized and bureaucratic form of governance towards a form of more open, accountable, and citizen-oriented governance.

Uzbekistan has been implementing large-scale reforms since the mid-2010s in political, economic, legal, and social sphere. The nature and functions of the state have been drastically reformed by these reforms which have promoted the state into an efficient, transparent and responsive provider of public service delivery. A number of strategic

documents, including national development strategies and sectoral reform programs, have been adopted that provide the essential groundwork for modernizing public administration to be in line with international standards and best practices. Within this framework, the principle of “the state serving the people” has become a central ideological and practical guideline for governance reforms.

Overcoming structural inefficiencies of work, inherited from the previous administrative system, away from public administration reform is one of the main driving forces of reform in Uzbekistan. This had limited the effectiveness of governance by excessive centralization, lack of inter-state institution coordination, low accountability, and low use of the modern management tools. Overcoming these challenges called for not just institutional reorganization but also a reimagining of governing philosophy, management culture, and decision-making practice. Consequently, reform has gradually emphasized devolution, local authority empowerment, and performance-based management mechanisms [1], [2], [3].

The formation of new features of public administration reform is determined by the rapid pace of development of information and communication technologies. The proliferation of e-government platforms, digital public services, and data-driven decision-making has facilitated dramatic shifts in how the state and society interact with one another. Digital Governance: This has emerged as an essential tool for reducing administrative hurdles, fighting corruption and enhancing transparency. However, this increasingly ubiquitous introduction of digital tools into public administration warrants relevant changes to legal frameworks, organisational structures, and human resource management as well.

In addition, the increased role of civil society institutions and social participation has reforms into the agenda. Public scrutiny, public deliberation over citizens, and the engagement of involved parties are viewed as integral elements of good governance. Here, the public administration reform in Uzbekistan is not just a technical or organizational change but a much larger process of institutional and social transformation. Therefore, the study of the main factors driving public administration reform in the new reform period is highly relevant. A comprehensive analysis of these factors allows for a deeper understanding of the nature, direction, and outcomes of ongoing reforms and contributes to the development of evidence-based recommendations for further improvement of the governance system [4], [5].

Literature Review

It recently adopts from a wide range of scholarly approaches such as legal, institutional, digital, and citizen-oriented perspectives to the promote and revive the public administration reform in Uzbekistan during the new reform period. A detailed overview of administrative reforms since gaining independence can be found in a recent article by Umarova and No'monjonova, who highlight the gradual reforms of state governance structures and the introduction of modern management principles. Their work reveals the interconnectedness of the evolution of governance, radical socio-political change, and the national leadership strategic trajectory, an historical backdrop that is critical to understanding current reforms.

While Aymuratov also explores the democratization of governance, his focus is on reforms in local government and the adoption of democratic principles into public administration. He argues that administrative efficiency and the ability to promote civic engagement hinge on decentralization and institutional restructuring. As Umarov concludes, decentralization improves governance by transferring decision-making powers to local levels of government which increases responsiveness to regional needs.

Ibragimova, who focuses on new Uzbekistan's organizational and legal foundations for the development of public administration, examines the legal and regulatory aspects. Ashurov (2025) explores various reforms in the field of administrative law, emphasizing

the need for consistent comprehensive legislation under which institutions operate. Nomozova discusses digital governance with a special focus on the use of artificial intelligence and e governance suggesting that it could promote transparency and enhance service delivery, whereas Mashrabaliyev connects economic prosperity with effective administration. Mamatqulov, Shodmonov, and Shokirova focus on comparative and participatory dimension in the implementation of norms making sustainable reform sustainable by means of legal coherence, institutional capacity, technological innovation, and citizenship engagement.

2. Methodology

Methodological Framework

The methodological framework of the study is qualitative and analytical research with aim of identifying and analyzing the factors determining the benchmarks of a new reform agenda for public administration reform in Uzbekistan in a new reform era. Taking a multi-disciplinary approach that employs terms and tools from public management theory, political science, economics and institutional analysis, as necessary and appropriate, the research framework reflects in part the complexity and multi-dimensionality of the transformation of governance.

First, a qualitative document analysis method focused on official policy documents, legal acts, strategic development programs, and government reports related to public administration reform. These sources deliver the information needed to understand the goals, preferences, and implementation tools for reform. Special focus was on national strategies, presidential decrees and sectoral reform programs that shape the institutional and regulatory environment of governance transformation. Examining these documents allowed us to uncover the official logics and stated objectives behind public administration reform.

Secondly, it utilizes a comparative analytical approach by evaluating the experience of reform in Uzbekistan and determining its compliance with international standards. Through analysis of reports and analytical materials prepared by international organizations: the United Nations, the World Bank, the OECD, the research identifies the most common trends and principles in public administration reform. This comparative lens makes it possible to assess Uzbekistan's reforms comparatively and it sets the necessary parameters to gauge the extent of adaption of international governance norms to national conditions [6], [7].

Third, systemic approach was used to study public administration as an interrelated system of institutions, processes and actors. Such an approach allows for a consideration of the synergistic effects of legal, institutional and technological and human resource choices on reform results. The systemic analysis also reveals internal contradictions and structural barriers that can complicate the success of reforms.

Furthermore, aspects of institutional analysis were applied to explore shifts in governance structures, forms of decision-making processes and accountability mechanisms. This approach recognizes that administrative behavior is influenced by both formal institutions (law, regulation) and practice. Focusing on institutional dynamics, the study demonstrates that reforms are carving up the balance of power, responsibilities and resources inside the public administration system.

Lastly, through the logical methods of synthesis and generalization, the research produces conclusions and offers practical recommendations. Key Reform Factors are Identified and Systematized on the Basis of Document Analysis and Comparative Assessment This mix-method approach is to guarantee the reliability and validity of the research findings as well as offer a substantial analytic ground for further academic research and policy debates on public administration reform in Uzbekistan [8].

Table 1. Key factors of public administration reform in uzbekistan during the new reform period.

Reform Factor	Description	Expected Impact on Public Administration
Legal and Regulatory Reform	Improvement of laws, regulations, and strategic policy documents governing public administration	Strengthening the rule of law, clarity of governance mechanisms, and institutional stability
Institutional Restructuring	Reorganization of state bodies, optimization of functions, and reduction of bureaucratic overlap	Increased efficiency, better coordination, and reduced administrative duplication
Decentralization of Authority	Transfer of certain powers and responsibilities to local government institutions	Enhanced local governance capacity and responsiveness to regional needs
Digital Governance	Implementation of e-government systems and digital public services	Increased transparency, reduced corruption risks, and improved service delivery
Human Resource Development	Reform of civil service recruitment, training, and performance evaluation systems	Professionalization of public servants and improved managerial competence
Citizen-Centered Governance	Introduction of mechanisms for public participation and feedback	Greater accountability and trust between the state and society

The data presented in Table 1 illustrate the multidimensional nature of public administration reform in Uzbekistan during the new reform period. One of the most significant factors is legal and regulatory reform, which serves as the foundation for all other changes. By modernizing the legislative framework, the government establishes clear rules and standards that regulate the activities of public institutions. This contributes to institutional stability and ensures the consistent implementation of reforms across different sectors.

The other key factor identified in the table is institutional restructuring. The optimization of state authorities and the division of functions are meant to get rid of bureaucratic bottlenecks that used to prevent effective state functioning. This is reflected in quick decision-making on the inter-agency front, while administrative processes also become easier.

Decentralisation of power is indicative of a shift in strategy towards local body empowerment [9]. Another aspect of reform is to empower local and regional governments to address local socio-economic circumstances. Another area that decentralization helps is by making people accountable because there is no distance between the citizen, and the decision-maker, and hence, it increases the local leadership role in development planning.

However, the approach that has emerged today which has had a both a transformative and progressive impact in the reform of public administration is that of Digital governance. E-government platforms increase transparency by providing basic information on internal policies, processes, sectors, procedures, and accountability practices. With less direct contact between officials and citizens, the risk of corruption is reduced, and citizens have greater trust in state institutions through the use of digital tools.

Human resource development is critical to sustainable reforms. We know that there can be no regulatory and IT success without capable public employees. Recruitment, training and performance management reforms lead to a professional and merit-based civil service.

Last but not the least, citizen-centered governance indicates the transition to participatory and inclusive governance. Access to public feedback mechanisms and civic engagement tools enhances accountability and makes state policies more responsive to

social needs. In summary, the factors provided in the table show that the reform of public administration in Uzbekistan is an all-encompassing higher-level process whose goal is to create an efficient, transparent, and humanistic system of governance.

3. Results and Discussion

It has come to these results in the new reform period in the field of public administration reforms in Uzbekistan, which are interconnected and illustrate both the achievements and the problems that are directly imprinted on the structure of the governance system. Perhaps the most significant of these is the incremental improvement of institutional effectiveness resulting from the reform. This has been aided by legal and regulatory reforms which have made functions and responsibilities of state bodies more clear and cut, reducing redundancy and administrative vagueness [10]. This has made decision making processes far more systematic and tick-tack, which are both crucial for policy coherence and long-term planning.

Another interesting highlight in this regard is the broader use of digital governance mechanisms. The establishment of e-government platforms and online public services has resulted in simplified, broader access to administration services for citizens and businesses. It has paved the way for bureaucratic simplifications and reduced processing times, while increasing transparency of public sector actions. At the front end of governance, digitalization has improved accountability through the monitoring of administrative performance and data-driven decision-making. At the same time, the discussion of these results riferisce some limita (s), as the non-uniformity of access to digital infrastructure and the need to continue the development of the digital skills of the Civil servers and of the population in general.

The decentralization reforms have delivered uneven but mostly positive results. Decentralisation of some administrative powers to local bodies has enhanced their ability to deal with regional human and economic issues [11]. The involvement of local governments in development planning and service delivery is expected to strengthen responsiveness to public demands. At the same time, the success of decentralization is generally a function of decentralization institutional hierarchy and fiscal autonomy of local governments. Sometimes the degree of decentralization cannot be achieved due to restrictive resources and the absence of sufficient managerial expertise which suggests that in parallel with decentralization, capacity-building measures are also needed [12].

Another key area of the reform agenda is the human resource reforms that have symbolized the civil service. While still far from perfect, you can see how the initiatives — merit-based recruitment, performance evaluation systems, professional training programs — are slowly gradually changing the culture of public administration in Singapore. Those changes enhance the quality of managerial decisions and help complex reform implementation. Still, it again notes that reluctance to change and long embedded administrative habits pose obstacles. Besides formal rules, a true change of organizational culture also means the reform of values and rewards.

One of the key dimensions of reform outcomes has emerged as citizen-centered governance. The establishment of such public feedback mechanisms, open dialogue platforms, and participatory decision-making tools has fortified the relationship between the state and society. This has resulted in greater buy-in from the public and strengthened the legitimacy of governance reforms [13]. However, the effectiveness of public participation varies across sectors and regions, suggesting that further institutionalization of civic engagement mechanisms is necessary.

Overall, the results demonstrate that public administration reform in Uzbekistan is a complex and evolving process. While significant progress has been achieved in improving efficiency, transparency, and service delivery, the discussion underscores the importance of ensuring policy coherence, institutional capacity, and inclusive

participation. Addressing these challenges will be critical for sustaining reform outcomes and advancing toward a modern, effective, and citizen-oriented public administration system [14].

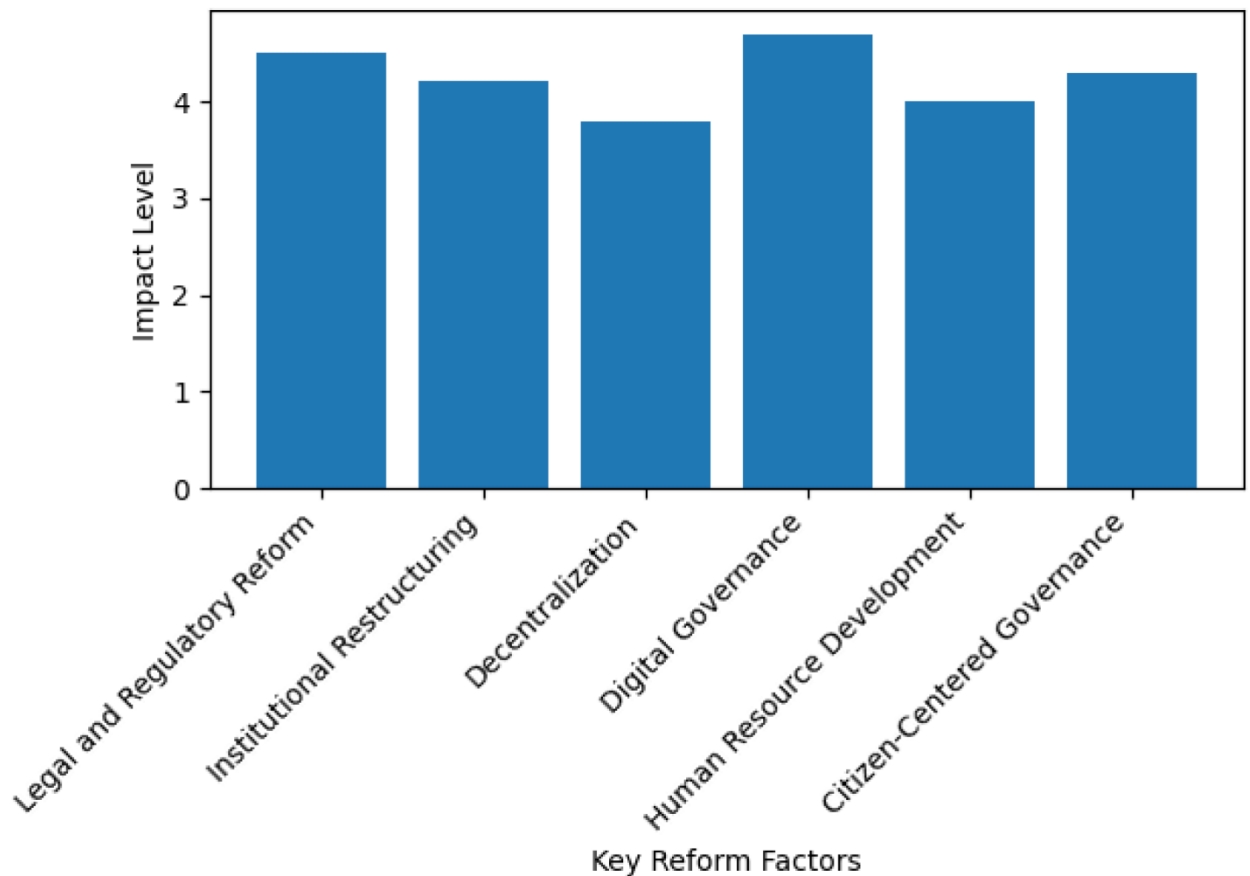


Figure 1. Impact of key public administration reform factors in uzbekistan during the new reform period (Author's Work).

As shown in Figure 1, digital governance represents the most influential reform factor, reflecting its critical role in enhancing transparency, reducing administrative barriers, and improving the accessibility of public services. Legal and regulatory reform also demonstrates a high impact level, as it provides the institutional and normative foundation for all other reform initiatives [15]. Citizen-centered governance ranks among the leading factors, emphasizing the growing importance of public participation and accountability in the modern governance system.

Institutional restructuring and human resource development show stable and significant impact levels, indicating that organizational optimization and professionalization of the civil service are essential for ensuring the sustainability of reforms. Decentralization, although slightly lower in impact score, remains a strategically vital factor, as it strengthens local governance capacity and responsiveness to regional needs. Overall, the diagram confirms that public administration reform in Uzbekistan is a comprehensive process in which technological, institutional, and societal factors interact to produce systemic transformation.

4. Conclusion

The results of this research demonstrate that Uzbekistan public administration reform in the new reform period is not only a new transitional phase but also encapsulates a systemic change of state administration towards effectiveness,

transparency, and citizen orientation. This analysis reaffirms reforms as a complex interplay of legal, institutional, technological, and societal forces and reflects a departure from the principles of centralized governance in favour of more accountable or results oriented models aligned to international best practices.

One of the main take-aways is that legal and regulatory reform is the basis of this change. A unified legal framework creates institutional accountability and facilitates uniform reform execution, key to the success of endeavors to decentralize and digitalize. The study further identifies a more prominent role for digital governance, given the degree to which e government systems have advanced the service delivery and transparency agenda, but also notes the continued need to invest in human capital and infrastructure.

Policy measures such as institutional restructuring, development of professional civil service and decentralization also contribute to enhance administrative capacity and grassroots responsiveness. Last but not least, citizen centered governance and public participation boost trust and legitimation and balanced coordination all reform components are key to long run sustainability.

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