



**Implementation of administrative reforms within the framework of
Uzbekistan's "Electronic Government" policy**

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Annotation The article analyzes the content and essence of the administrative reforms being carried out under the “E-Government” policy in the context of the New Uzbekistan. Within the framework of the 2017-2021 Action Strategy, the process of modernizing public administration began, and the introduction of the "e-government" concept plays a crucial role in providing citizens with quality and prompt services, ensuring openness and transparency, and reducing bureaucratic barriers. The article discusses the use of digital technologies to enhance governance efficiency and strengthen public trust, illustrated by examples such as the Electronic State Services Portal (my.gov.uz), the Open Data Platform (data.egov.uz), and the Public Discussion Portal for Normative Legal Acts (regulation.gov.uz). Additionally, it emphasizes the achievements of these reforms, including the reduction of corruption risks, the expansion of citizen participation in decision-making, and the increased accountability of government agencies.

Keywords: concept, e-government, strategy, openness, transparency, digitalization, corruption.

Introduction. In recent years, large-scale administrative reforms have been implemented in the process of building New Uzbekistan with the aim of transforming the public administration system into an effective one that serves the interests of the people. Within the framework of these reforms, the “E-Government” policy has gained particular importance, becoming a key tool in improving the quality and speed of public services, eliminating excessive bureaucratic barriers, and elevating communication with citizens to a new level. Indeed, modern global experience shows that every country striving for development must ensure openness and transparency in all aspects of societal life. The application of scientific achievements and advanced digital technologies, the digitization of sectors, and the introduction of e-government systems are crucial factors highlighted by experts.



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Since 2017, under the leadership of President Shavkat Mirziyoyev, the central focus of the reforms in the public administration system has been the prioritization of human interests, the improvement of the quality, openness, and effectiveness of public services. This strategic approach is based on the new philosophy of “Human - Society - State.” Within this framework, the “e-government” policy not only involves the introduction of digital technologies but also aims at fundamentally reforming the essence of the governance system.

The e-government policy is of decisive importance in transforming Uzbekistan into a state that widely uses modern information and communication technologies and is based on new standards for citizen services. The measures in this area were outlined within the “2017-2021 Action Strategy for the Development of the Republic of Uzbekistan,” which was adopted in 2017.

In particular, the first direction of this strategy focuses on deepening democratic reforms aimed at improving the state and society structure, strengthening the role of the parliament and political parties in modernization, reforming the public administration system, developing the organizational and legal foundations of public service, improving the e-government system, enhancing the quality and efficiency of public services, implementing public oversight mechanisms, and strengthening the role of civil society institutions and the media.[1]

Main Part. On September 8, 2017, the President of the Republic of Uzbekistan, Shavkat Mirziyoyev, signed the Decree “On Approving the Concept of Administrative Reform in the Republic of Uzbekistan,” marking a turning point in the modernization of public administration in the country[2]. This document was developed not only to improve the effectiveness of administrative structures but also to address the necessity of revisiting the relationship between society and the state. In particular, the principle “The state authorities should serve the people, not the other way around” was established as the ideological basis of the Concept. This approach is grounded in the ideas of humanitarianism, social justice, and prioritizing the legal interests of citizens.

The concept of administrative reform became an integral part of the system of reforms that began within the framework of the “2017-2021 Action Strategy for the Development of the Republic of Uzbekistan,” which aimed to make the mechanisms of state governance more people-centered, transparent, and effective.

The Administrative Reform Concept marked the beginning of a new stage in the development of state and society in Uzbekistan. It aimed to deepen the principles of effectiveness, openness, and people-centered governance, harmonizing with modern



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political processes, and bringing about a qualitatively new phase in the country's socio-political life. Among the key directions outlined in this document are the introduction of digital technologies, the reduction of bureaucracy, and ensuring openness and transparency. In this context, a close connection with the “E-Government” concept naturally emerged.

The "E-Government" concept has been gradually introduced as a tool for public administration reform in Uzbekistan. The “Law on E-Government” and, within the framework of the “2017-2021 Action Strategy,” the development of electronic public services was defined as one of the priority tasks. In 2018, by the special decree of the head of state, additional measures were developed and implemented to rapidly advance the digital economy and e-government[3].

As Professor B.A. Kamilov emphasizes, “e-government is not merely a technological but an ideological and functional solution for transforming the public administration apparatus. It forms new mechanisms of trust between the state and society” [4].

In recent years, the digital platforms introduced in Uzbekistan have not only provided convenience to citizens but also ensured transparency, accountability, and speed in government agencies.

Approximately 11 years ago, on July 1, 2013, the Unified Interactive State Services Portal (my.gov.uz) was launched. Over this period, significant work has been done to digitize Uzbekistan and develop electronic public services. Since its inception in 2013, the my.gov.uz portal now offers over 400 electronic services. The portal allows citizens, legal entities, and entrepreneurs to access state services online 24/7. Through this portal, it is possible to obtain certificates, make payments, submit applications, and perform actions related to taxes and social services. From this perspective, the my.gov.uz portal serves to reduce paperwork, ensure transparency in governance, and eliminate barriers between the state and citizens. This is a direct practical embodiment of administrative reforms. According to expert O. Rakhmonov, “The my.gov.uz portal is a crucial component of digital government, as it directly connects the citizen to the state system. Through this, the risk of corruption is reduced by minimizing the human factor” [5].

On a global scale, there is increasing attention to open data policies aimed at improving the effectiveness of public administration, creating convenience for citizens, and reducing corruption factors. In recent years, the Republic of Uzbekistan has been



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actively taking steps in this direction and is forming an open data system as an essential component of public administration reforms.

Since 2015, the data.egov.uz portal has been the central platform for Uzbekistan's open data policy. It publishes social-economic indicators, statistical information, and financial reports related to the activities of all ministries and departments. As emphasized by President Shavkat Mirziyoyev, the activities of this platform are based on the principle that "providing convenient, prompt, and transparent public services to citizens must be the foundation of every reform"[6].

As a result, open data has become a crucial strategic direction in the "digital transformation" era of public administration. Through this, government agencies are gaining greater accountability in their operations, interactive communication mechanisms with the population, and enhanced capabilities for quick analysis and decision-making. In Uzbekistan, this experience is deepening within the context of new administrative reforms based on the principle of "human dignity." Ultimately, effectiveness, transparency, and public trust are the stable foundation for any modernization process.

Currently, the "regulation.gov.uz" portal has become a crucial strategic mechanism in Uzbekistan's efforts to modernize the public administration system, actively engage citizens in the decision-making process, and conduct legislation in an open and transparent manner. This interactive platform allows for the presentation of drafts of normative legal acts to the public, enabling citizens and sector specialists to discuss, provide feedback, and raise objections. This process establishes a "two-way communication" model between the state and society, ensuring the participation of civil society in legal creation in real terms.

Introducing such transparency into the normative activities of government agencies is one of the most pressing aspects of administrative reforms. Previously, legislative drafts were developed by a narrow circle of experts and passed without being made public. Now, through the "regulation.gov.uz" platform, each draft is subject to public discussion, making the people a fully involved subject in the process of lawmaking.

The "regulation.gov.uz" portal is a modern tool that aligns with the citizen-oriented, open, and interactive governance concept being implemented in Uzbekistan's administrative reforms. This platform serves not only to promote openness in legislation but also as a real experience that strengthens democratic mechanisms in governance.



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At the core of administrative reforms lies the simplification of the governance system and the achievement of efficiency. In recent years, as a result of streamlining government structures, reducing repetitive tasks, and widely implementing digital technologies, the number of central apparatus employees has been reduced by an average of 15%, and 40 deputy managerial positions have been eliminated in 26 state agencies and organizations. To reduce bureaucratic barriers, nearly 30 licenses and permits were abolished, over 70 public services were simplified, and more than 60 documents previously required from citizens were removed by government departments[7].

The e-government system has played an integral role in this process-by transitioning public services to an electronic format, unnecessary administrative steps have been reduced, and the most common bureaucratic delays have been eliminated.

The integration of databases and the implementation of the "one-stop-shop" principle have allowed citizens to access numerous services online, eliminating the need to physically carry documents from one department to another. This is one of the most significant outcomes of administrative reforms through e-government.

Through the "One-Stop-Shop" centers, services such as property registration, marriage formalization, business registration, utility connections, obtaining certificates from archives, and civil status records are now provided in a centralized manner. As a result, time and financial resources are saved, service quality improves, and excessive paperwork and the environment prone to corruption are reduced.

The "One-Stop-Shop" centers and the birdarcha.uz platform represent the innovative, humane, and digital aspects of the administrative reforms being implemented in Uzbekistan. This system, as a modern governance model, facilitates closer interaction between the public and the state, enhances service quality, and allows for the broad public to feel the impact of reforms.

Conclusion. Within the framework of the extensive administrative reforms aimed at building New Uzbekistan, the "e-government" policy has become one of the primary tools for renewing the quality and increasing the efficiency of public administration. This policy is not limited to the introduction of digital technologies, but also serves to radically transform the governance system based on human-centered principles. As experts have pointed out, the process of implementing e-government is not only a technical innovation but also a solution for renewing the public administration



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apparatus ideologically and functionally—resulting in the creation of new mechanisms of mutual trust between the state and society.

At the core of this new governance philosophy lies the principle "The state authorities should serve the people, not the other way around," which prioritizes human interests in every reform. Uzbekistan's reforms in this area have taken the national governance system to a new level, harmonizing modern democratic principles. The introduction of e-government services has significantly improved the quality of communication between the state and the people. Additionally, administrative reforms have expanded opportunities for direct and active citizen participation in decision-making processes.

The "regulation.gov.uz" platform, established for the public discussion of draft normative-legal acts, has created a real environment for "two-way communication" between the state and society. Now, every important law draft is presented for public attention, where citizens and sector specialists openly provide suggestions and objections. As a result, the people have become full participants in lawmaking. Such interactive and open mechanisms strengthen the citizen-centered approach in governance and ensure the deep integration of democratic principles into practice. Another key goal of administrative reforms is to bring the public administration apparatus into a compact, efficient, and flexible structure.

As a result of the reforms within the framework of the "e-government" policy, significant positive changes are occurring in both political and social spheres. The responsible communication between the state authorities and the public has intensified, and the principles of transparency and accountability in governance have reached a new level. Specifically, the practice of state bodies reporting to citizens is becoming increasingly systematic, leading to the strengthening of society's trust in the government.

The implementation of the administrative reform concept has laid the foundation for a qualitatively new stage in the country's socio-political life. Due to the priority of the principle of "human interests first" in governance, a new social contract is forming between the people and the state, and a cooperative model of public administration is emerging. As a result, in the context of New Uzbekistan, the sustainability of the reforms and the legitimacy of the state system are being ensured, creating a solid foundation for the modernization of society based on democratic principles.

At the same time, it is essential to continue the reforms systematically to strengthen and enhance the effectiveness of the achievements in the digital



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transformation process. In the future, further improvement of the e-government system will focus on fully digitizing state services, enhancing the fight against corruption through modern information technologies, establishing high-speed digital infrastructure in all regions of the country, and increasing digital literacy among citizens and public servants. Furthermore, strengthening cybersecurity and reliably protecting personal data, along with deeper implementation of transparency and openness principles in all levels of governance, will remain strategic tasks. Only by doing so can the "e-government" policy continue to serve as the continuous driving force behind the development of New Uzbekistan, constantly contributing to the further strengthening of a modern, efficient, and people-centered model of public administration.

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