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EFFECTIVE PUBLIC ADMINISTRATION AND SOCIAL POLICY: THE EXPERIENCE OF NEW UZBEKISTAN

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Abstract

The article provides a scientific analysis of the experience of New Uzbekistan in implementing effective public administration and social policy. It also scientifically examines the fact that, in the development of the modern state, the effectiveness of the governance system is one of the important factors ensuring the economic, social, and political stability of society.

Keywords: New Uzbekistan, public administration, administrative efficiency, social policy, social protection, human dignity, digitalization, mahalla, public services, human capital.

Today, the effectiveness of the governance system is one of the important factors ensuring the economic, social, and political stability of society in the development of a modern state. Alongside traditional administrative approaches to public administration, there is an increasing demand for identifying the needs of the population, simplifying public services, assessing the effectiveness of decisions, using digital technologies, and maintaining open dialogue with the public. As President Shavkat Mirziyoyev noted: “New Uzbekistan is, first of all, a country of change, a social contract being formed on the basis of citizens’ trust in the state, and a new system of relations between society and government” [1]. This statement by the President expresses a new dimension of political legitimacy



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based on the principle of the social contract. Today, political processes require the concept of “New Uzbekistan” to be understood not merely as a political slogan, but within the context of real socio-legal transformations. This makes the analysis of changes in political institutions particularly relevant.

In this regard, an important feature of the institutional reforms being implemented in Uzbekistan is related to bringing public administration closer to the interests of the people. The new edition of the Constitution establishes Uzbekistan as a social state and constitutionally strengthens the responsibility of state bodies and officials before society and citizens. From this perspective, it is important to study effective public administration and social policy not as separate areas, but as interconnected directions of a single institutional process.

The effectiveness of public administration is primarily determined by the social outcomes of decisions made. In this context, it is important not only for administrative bodies to perform their administrative functions, but also to identify real problems in society, analyze them systematically, and develop solutions that meet the needs of the population. The main characteristics of effective governance can be expressed through the following interrelated criteria: orientation toward human interests, legality and justice, openness and transparency, accountability of state bodies, reliance on evidence and data in decision-making, quality and accessibility of public services, reduction of excessive bureaucratic procedures, effective use of digital technologies, expansion of public participation, and regular assessment of governance outcomes.

From the initial stages of administrative reforms in Uzbekistan, tasks were defined to optimize public administration, eliminate duplicated functions, improve the efficiency and transparency of decision-making, and remove bureaucratic barriers from governance [2]. At the subsequent stage of this



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process, administrative efficiency has become increasingly interconnected with digitalization and improvements in service quality. In particular, from 2026, the implementation of the “Eliminating Bureaucracy – 2030” program has been planned, with the simplification of access to public services and the development of digital interaction between state bodies, the population, and businesses identified as priority tasks. Therefore, under modern conditions, the effectiveness of public administration should be assessed not only by administrative outcomes, but also by citizens’ satisfaction with public services, the timely resolution of their problems, and the strengthening of trust in state institutions.

One of the conceptual foundations of the reforms being implemented in New Uzbekistan is enhancing human dignity and strengthening the responsibility of state institutions toward society. The Development Strategy for 2022–2026 identifies building a people-oriented state, ensuring justice and the rule of law, implementing fair social policy, and developing human capital as priority areas. Within this approach, the content of relations between the “state – society – citizen” is changing, and public administration is directed toward serving the population, ensuring their rights and legitimate interests, and resolving social problems. Activities aimed at improving the quality of public administration in 2026 have also emphasized that the main task of state bodies is to resolve the problems of the population in a timely, fair, and systematic manner. At the same time, excessive paperwork and bureaucracy have been noted as factors that negatively affect the efficiency of governance and public trust in the state.

Based on this, effective public administration can be assessed as a complex system consisting of institutional capacity, the human factor, digital infrastructure, and public participation.

Social policy represents a system of measures aimed at ensuring the population’s standard of living and social stability. Its main purpose is to identify social needs,



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create necessary opportunities for different segments of the population, mitigate social risks, and develop human capital. It is not appropriate to limit modern social policy merely to the provision of material assistance. It covers a wide range of areas, including education, healthcare, employment, vocational training, housing, social services, support for persons with disabilities, and the protection of children and families.

In Uzbekistan, mechanisms have been introduced within the framework of improving the social protection system to provide targeted assistance, digitalize social services, establish unified information systems, and bring services closer to the mahalla level. This approach demonstrates a transition from a “general assistance” model of social policy to a model of targeted services based on identifying needs and applying an individualized approach.

The effectiveness of public administration is an important institutional factor determining the outcomes of social policy. This is because developing social programs alone is insufficient; they must also be delivered to clearly defined target groups, financial and organizational resources must be coordinated, outcomes must be monitored, and effectiveness must be assessed. In this sense, while public administration constitutes the organizational and institutional foundation of social policy, social policy demonstrates the practical outcomes of administrative decisions in people’s lives.

The harmony between these two areas can be expressed through the following chain: identifying needs → analyzing data → making targeted decisions → providing social services → evaluating outcomes → improving management decisions. This approach makes it possible to orient governance toward results. At the same time, the importance of the principle of “evidence-based decision-making” in public policy is increasing.



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In New Uzbekistan, digital technologies are becoming an important instrument in modernizing public administration and social policy. Digitalization not only accelerates public services, but also makes it possible to systematize information about the needs of the population, improve information exchange between various institutions, and increase the accuracy of administrative decisions. In Uzbekistan, mechanisms aimed at developing social partnership between civil society institutions and state bodies and strengthening public oversight have also been established.

The experience of Uzbekistan makes it possible to identify a number of priority tasks for improving public administration and social policy.

First, when assessing the activities of state bodies, the final social outcome, rather than the number of processes, should become the main criterion. Second, digitalization should not be limited to introducing electronic services; it should be integrated into a system of making administrative decisions based on data.

Third, it is important to ensure that social services are targeted and correspond to the needs of the population. This requires the integration of data from various state bodies and the development of a unified information environment.

Fourth, alongside professional competencies, it is necessary to strengthen a citizen-oriented service culture, responsibility, openness, and accountability for results among public servants.

Fifth, strengthening dialogue between the state and society institutionally and expanding citizens' participation in discussions of government decisions are important conditions for effective governance.

In the context of New Uzbekistan, effective public administration and social policy are developing as interconnected components of a single institutional process. While administrative efficiency determines the effectiveness of social policy, its outcomes demonstrate the extent to which the state system corresponds



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to human interests. Therefore, reducing bureaucratic barriers, digitalization, bringing public services closer to the population, making effective use of the potential of mahallas, and improving the effectiveness of decision-making are important priorities. The launch of the “Eliminating Bureaucracy – 2030” program in 2026 can be regarded as an institutional continuation of this direction. In conclusion, the experience of New Uzbekistan demonstrates that the principles of human interests, result-oriented governance, social justice, and state–society cooperation are at the center of effective public administration and social policy.

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