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MODERN PUBLIC ADMINISTRATION IN NEW UZBEKISTAN

Azamatdin Kurbanievich Umatov

Lecturer, Department of National Idea, Fundamentals of Spirituality and
Legal Education, Nukus State Pedagogical Institute

Abstract

This article analyzes the political and institutional foundations of the formation of a modern model of public administration in the context of New Uzbekistan. The article also examines the main directions of public administration modernization, including institutional optimization, improving the effectiveness of administrative decisions, introducing digital technologies, improving public services, and strengthening mechanisms of openness and accountability.

Keywords: New Uzbekistan, public administration, administrative reforms, institutional modernization, efficiency, digital governance, public services, openness, accountability, civic participation.

In modern statehood, the effectiveness of governance is an important factor in determining the outcomes of political, economic, and social reforms. Therefore, improving public administration requires not only updating administrative structures, but also improving decision-making mechanisms, increasing the responsibility of state bodies, and orienting governance toward human interests. A new stage of administrative reforms in Uzbekistan began in 2017. The Concept of Administrative Reforms approved by Presidential Decree No. PF-5185 established the institutional foundations for optimizing public administration, reducing duplicated functions, developing e-government, improving the quality of public services, and ensuring transparency in decision-making. Unlike the



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traditional administrative approach, modern public administration is oriented toward results, citizens' needs, and public interests. It is based on institutional efficiency, digital modernization, and human-centered governance, and involves a clear distribution of powers, reduction of duplicated functions, digitalization of administrative processes, and adaptation of public services to the needs of the population. This approach has been consistently developed in the subsequent stages of administrative reforms in Uzbekistan.

Presidential Decree No. PF-269 dated December 21, 2022, "On Measures to Implement the Administrative Reforms of New Uzbekistan," was aimed at further optimizing public administration structures, reducing excessive functions, and modernizing administrative processes. The document also defined tasks for the broad introduction of digital technologies into administrative practice.

Today, digitalization in public administration has become an important factor in institutional renewal. It creates opportunities to accelerate interagency information exchange, simplify public services, reduce unnecessary human intervention, and establish the information base necessary for decision-making. The development of digital governance in Uzbekistan was identified as one of the priority areas from the early stages of administrative reforms, and its institutional importance has been further strengthened in subsequent periods.

At the current stage, digital transformation is becoming a strategic instrument for reorganizing administrative processes. In particular, a document adopted on November 28, 2025, provided for the implementation of the "Eliminating Bureaucracy – 2030" program from 2026. The program envisages simplifying public services, reducing unnecessary obligations, and developing digital interaction among government organizations, the population, and businesses. An important aspect of this process is the need to view digitalization not merely as



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technological modernization, but as a transformation of administrative culture. Digital technology itself does not automatically ensure administrative efficiency. Its effectiveness becomes apparent only when the functions of state bodies, databases, service delivery mechanisms, and decision-making processes are integrated with one another.

The tasks defined from 2026 to fundamentally update the e-government platform and integrate public services, functions, databases, and the powers of civil servants into a unified digital environment demonstrate that this trend is entering a new stage.

Another important feature of modern public administration is its human-centered orientation. The Constitution of the Republic of Uzbekistan, adopted in a new edition in 2023, establishes that state activities are aimed at ensuring human well-being and the sustainable development of society, while state bodies and officials are responsible to society and citizens. It also establishes the right of citizens to participate directly or through their representatives in the administration of state and public affairs.

These constitutional provisions make it possible to understand the content of public administration more broadly than merely the performance of administrative functions. In other words, the ultimate criterion of the activity of the state apparatus is connected with the extent to which citizens' rights and interests are ensured, social problems are effectively resolved, and access to public services is made convenient.

From this perspective, the principle of a “service-oriented state” emerges as an important conceptual feature of modern governance. In this model, relations between the state and citizens are built not primarily on vertical administrative



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influence, but on the principles of rights, responsibility, dialogue, and service provision.

The effectiveness of public administration depends not only on its internal organizational capacities, but also on the quality of its relations with the public. Openness and accountability are important institutional factors that strengthen the legitimacy of administrative decisions, trust in state institutions, and social cooperation. The constitutional consolidation of citizens' participation in public affairs, their ability to exercise public oversight over state bodies, and their opportunities to appeal to state institutions creates a legal basis for developing a participatory model of governance.

Under such conditions, it is not sufficient to assess the effectiveness of public administration only through administrative indicators. Criteria such as citizens' satisfaction with public services, the quality of handling appeals, the social impact of decisions, and the extent to which public opinion is taken into account are also important.

In the context of New Uzbekistan, the modernization of public administration is being implemented gradually and in close connection with institutional reforms. In particular, in 2023, measures were taken to optimize administrative staffing in executive authorities, and official information indicates that 17,447 staff positions were reduced within the system of ministries and agencies.

It is appropriate to assess this process not simply as a mechanical reduction of the state apparatus, but from the perspective of reviewing its functions and powers, making optimal use of administrative resources, and clearly defining institutional responsibility. After all, the effectiveness of a governance system depends not on its quantitative scale, but on its capacity to perform its functions promptly, efficiently, and with a focus on results.



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In 2026, improving public administration and the judicial and legal sphere was also identified as one of the important directions of reforms. Within the modernization of the governance system, particular attention is being paid to developing mahalla infrastructure, expanding the capabilities of digital platforms, and strengthening the participation and role of civil society institutions.

The research findings demonstrate that further development of modern public administration in Uzbekistan requires addressing several interconnected tasks.

First, functional optimization should be continued consistently. It is important to prevent duplication of powers among state bodies and clearly define the responsibility of each level of administration for specific results.

Second, mechanisms of result-based governance need to be strengthened. When evaluating the activities of state bodies, not only the number of completed tasks but also their social and economic effectiveness should become the main criterion.

Third, institutionalizing digital governance is important. Digital platforms can improve information exchange between institutions, reduce the repeated collection of the same information from citizens, and transform public services into a proactive format.

Fourth, developing human capital and a professional civil service is an important condition for the quality of governance. In the selection, evaluation, and motivation of civil servants, greater importance should be attached to knowledge, professional skills, responsibility, and performance.

Fifth, it is necessary to institutionally strengthen dialogue between the state and society. In this regard, mahallas, civil society institutions, mass media, and public oversight mechanisms can contribute to improving the quality of administrative decisions.



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Overall, modern public administration in New Uzbekistan has acquired a broader meaning than merely renewing administrative structures and is based on the integration of institutional modernization, digital transformation, human-centered orientation, openness, and accountability.

The administrative reforms that began in 2017 created an important foundation for reviewing the institutional foundations of public administration. In subsequent stages, this process was enriched through digitalization, improvements in service quality, and strengthening administrative effectiveness.

In conclusion, the essence of modern governance is determined not by the size of the state apparatus or its administrative powers, but by its prompt response to the needs of society, its ability to ensure citizens' rights, the practical outcomes of its decisions, and the quality of public services. Therefore, at the next stage, it is particularly important to institutionally strengthen the principles of “less bureaucracy — more results, greater openness, and services closer to people” at the center of governance reforms.

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