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TRANSFORMATION OF THE PUBLIC ADMINISTRATION MODEL IN UZBEKISTAN (2016–2025): STAGES, MECHANISMS, AND RESULTS

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ABSTRACT

This article examines the transformation of the public administration system in Uzbekistan from 2016 to 2025. The focus is on the stages of reform, institutional mechanisms, and results achieved. Based on institutional, systemic, and comparative approaches, three key stages are identified: institutional restructuring (2016–2018), deepening administrative reforms (2019–2021), and digital transformation of public administration (2022–2025). The study's results demonstrate a transition from a centralized bureaucratic model to a more flexible, service-oriented, and transparent governance system. Improved efficiency of public services, increased decentralization, and the active implementation of digital technologies consistent with the international concepts of New Public Management and Digital Era Governance are noted.

Keywords: public administration, reforms, digitalization, decentralization, Uzbekistan, e-government.

INTRODUCTION

The modernization of the public administration system has been one of Uzbekistan's development priorities since 2016. In the context of global digitalization and growing demands for government effectiveness, large-scale



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reforms are being implemented aimed at improving the quality of public services, transparency, and citizen focus.

METHODOLOGY

The following methods were used in the study:

- institutional analysis;
- systems approach;
- comparative analysis;
- analysis of regulatory legal acts.

These methods allow us to assess structural changes and the effectiveness of ongoing reforms in the public administration system.

RESULTS AND DISCUSSION

Stage I (2016–2018): Institutional Restructuring

- Reform of executive bodies;
- Establishment of the Public Services Agency;
- Establishing the foundations of e-government;
- Transition to a service-based governance model.

Stage II (2019–2021): Deepening Administrative Reforms

- Implementation of the "Mahallyabay" and "Tumanbay" systems;
- Strengthening decentralization processes;
- Developing public oversight;
- Increasing the transparency of government agencies.

Stage III (2022–2025): Digital Transformation

- Developing a digital public administration ecosystem;
- Implementing elements of artificial intelligence;
- Expansion of open data platforms;



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- Implementing smart governance technologies.

The transformation of the public administration system reflects the transition from a hierarchical bureaucratic model to a hybrid digital-service model. This process is consistent with the international concepts of New Public Management and Digital Era Governance. At the same time, challenges remain in further improving interagency integration and performance assessment systems.

CONCLUSION

The 2016–2025 reforms ensured the gradual modernization of Uzbekistan's public administration system. Significant progress has been achieved in digitalization, decentralization, and improving the quality of public services. The development vector is aimed at creating a modern, citizen-oriented governance model in line with global trends.

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