

## STRATEGIC DIRECTIONS FOR IMPROVING THE SYSTEM OF ASSESSING THE EFFICIENCY OF PUBLIC ADMINISTRATION IN OUR COUNTRY

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### ABSTRACT

Improving the system of assessment of the effectiveness of Public Administration is one of the important directions of reforms carried out in Uzbekistan. This article will analyze strategic directions for improving the system of assessing the effectiveness of Public Administration, regulatory legal acts adopted in recent years, as well as joint meetings and agreements with international organizations and foreign countries.

**Keywords:** Political power, Political Management, Sustainable Development, political culture, development strategy.

### INTRODUCTION

The system for evaluating the effectiveness of public administration plays a crucial role in determining and enhancing the performance of state bodies. Through this system, it is possible to improve the quality of public services, utilize resources efficiently, and strengthen citizens' trust in state institutions. The large-scale reforms being implemented in Uzbekistan in recent years demonstrate the necessity for modernizing the public administration system. Specifically, the Concept of Administrative Reform adopted in 2017 is aimed at increasing the efficiency of the public administration system.<sup>1</sup>

Furthermore, in 2021, a directive was issued to develop the "New Uzbekistan Administrative Reforms Program," which aims to ensure the well-being of the population by focusing the activities of state administration and local government bodies on achieving results. These reforms will serve to ensure the country's sustainable development by enhancing the efficiency of public administration and implementing modern management methods.<sup>2</sup>

The system for evaluating the effectiveness of public administration in Uzbekistan has been gradually shaped over the years of independence. As part of reforms aimed at enhancing the efficiency of public administration, the "Strategy of Actions for the Further Development of the Republic of Uzbekistan" was adopted in 2017. This strategy identified the improvement of the public administration system as one of its priority directions.<sup>3</sup>

In 2017, the "Concept of Administrative Reform in the Republic of Uzbekistan" was also approved. This document envisions reforming the public administration system, enhancing efficiency, and implementing modern management methods.

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<sup>1</sup> Decree of the President of the Republic of Uzbekistan on Approving the Concept of Administrative Reforms in the Republic of Uzbekistan: <https://lex.uz/docs/-3331174>

<sup>2</sup> The President has issued instructions to develop the "New Uzbekistan Administrative Reforms Program": <https://www.gazeta.uz/ru/2021/11/23/admin-reform/>

<sup>3</sup> Assessing Effectiveness in State Governance: Criteria and Indicators: <https://eitt.uz/index.php/eitt/article/download/1042/976>

In 2020, the "State Finance Management Strategy for 2020-2024" was adopted. This strategy aims to improve the efficiency of public finance management, ensure transparency, and strengthen accountability.

Additionally, in 2024, the Organization for Economic Cooperation and Development (OECD) presented a report on a comprehensive study of the public administration system in Uzbekistan and an assessment of its effectiveness. This report provided recommendations aimed at enhancing the coordination of state policy, strategic planning, and governance mechanisms.

Overall, the system for evaluating the effectiveness of public administration in Uzbekistan has been shaped based on national reforms and international cooperation, serving to improve the performance of state bodies.

In recent years, Uzbekistan has adopted a number of regulatory legal acts to enhance the effectiveness of public administration. Among them, the Law "On State Civil Service" and the system for evaluating the performance of civil servants are of particular importance.

The Law "On State Civil Service," adopted on August 8, 2022, is a crucial document that defines the legal status of civil servants in the Republic of Uzbekistan. It establishes the rights and obligations of employees working in state bodies and organizations, as well as outlines the fundamental principles and procedures governing the state civil service.

The main content of the law:

1. Fundamental principles of the state civil service: The law establishes legality, transparency, fairness, impartiality, professionalism, and legal and social protection of civil servants as the fundamental principles of the state civil service.
2. Rights and obligations of civil servants: The law defines the rights of civil servants, including the right to perform professional activities, enhance qualifications, and receive social guarantees and protection. It also stipulates their obligations, such as conscientiously fulfilling their duties, complying with laws, and avoiding conflicts of interest.
3. Procedure for recruitment, service, and termination: According to the law, entry into the civil service is conducted on a competitive basis, which ensures transparency and fairness in personnel selection. Furthermore, the procedures for serving in and terminating the civil service are also detailed in the law.
4. Prevention of conflicts of interest: The law establishes measures to prevent conflicts between the personal interests of civil servants and their official duties. This serves to ensure impartiality and fairness in public administration.
5. Ensuring transparency and accountability: The law places particular emphasis on increasing transparency in the activities of state bodies and ensuring the accountability of civil servants.

This law aims to reform the public administration system, enhance the professional qualifications of civil servants, and improve the quality of public services. It clearly defines the legal status of civil servants and regulates their activities based on unified rules. This will serve to ensure transparency, fairness, and professionalism in public service.<sup>4</sup>

On December 28, 2022, the "Methodology for evaluating the effectiveness of civil servants' activities based on key performance indicators" was approved, with the aim of enhancing the

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<sup>4</sup> The law on the state civil service was adopted. What will change?: <https://www.gazeta.uz/ru/2022/08/09/public-service-law/>

efficiency of public administration and further improving the performance of civil servants in the Republic of Uzbekistan.<sup>5</sup>

This methodology is aimed at establishing objective and fair criteria for evaluating the effectiveness of state civil servants working in government bodies and organizations. Its main purpose is to increase the productivity of employees in their professional activities, motivate them, and ensure their advancement through the ranks of civil service.<sup>6</sup>

In accordance with the methodology, each government body, taking into account the specific characteristics of its activities, approves the most important key performance indicators (KPIs) for its employees. These indicators should be clear, measurable, achievable, and have a defined deadline. The evaluation process includes the following stages:

1. Establishing KPIs: Individual indicators are developed for each position, which must align with the employee's official duties and responsibilities.
2. Setting target indicators: Planned indicators to be achieved for the reporting period are determined.
3. Evaluating actual performance: At the end of the reporting period, the employee's activities are analyzed, and the level of achievement of the established KPIs is determined.
4. Final evaluation: The overall performance of the employee is evaluated based on the cumulative EMSC, which serves as the basis for their promotion or incentivization.

The results of the assessment serve as the basis for the promotion, incentivization of employees in the service, or the adoption of appropriate measures. These results are also important in determining the professional development of employees, identifying the needs for skill enhancement, and defining measures aimed at further improving their activities.

Following the adoption of these normative legal acts, a number of changes were implemented in the system of state administration. In particular, a system has been established to hire civil servants on a competitive basis, evaluate and incentivize their activities. In the future, it is planned to further improve this system, specifically to enhance the qualifications of civil servants and to use modern information and communication technologies in assessing their activities.

Overall, the normative legal acts adopted in recent years serve to increase the effectiveness of public administration, improve the professional qualifications of civil servants, and enhance the quality of services provided to citizens.

Uzbekistan is implementing a number of initiatives aimed at enhancing the effectiveness of public administration through international cooperation and exchange of experience. Notably, the cooperation programs with Singapore and the United Arab Emirates (UAE), as well as Kazakhstan's interest in the system for evaluating the effectiveness of state bodies, are particularly worthy of attention.

During President Shavkat Mirziyoyev's visit to Singapore in January 2023, six key areas of cooperation between the two countries were established. One of these was the development of human capital and the training of highly skilled personnel for public administration. In this

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<sup>5</sup> Order of the Director of the Agency for Development of Public Service on approval of the methodology for assessing the effectiveness of state civil servants' activities based on key performance indicators

order: <https://lex.uz/docs/-6329831>

<sup>6</sup> "The "Methodology for Evaluating the Effectiveness of State Civil Servants' Activities Based on Key Performance Indicators" has been approved: <https://argos.uz/oz/press-center/news/476>

direction, agreements were reached with the involvement of the Lee Kuan Yew School of Public Policy to train and enhance the qualifications of civil servants in the fields of governance, urban planning, infrastructure development, digital transformation, innovation, education, and healthcare.<sup>7</sup>

Cooperation between Uzbekistan and the UAE is aimed at enhancing the quality and efficiency of public administration. On April 11, 2022,<sup>8</sup> a Memorandum of Understanding on improving the effectiveness of public governance was signed, which serves to strengthen collaboration between the two nations.

Within the framework of this cooperation, the "Government Quality Award - Efficiency Award for State Bodies of the Republic of Uzbekistan" program is being implemented. The program is a project aimed at evaluating the effectiveness of public administration and civil service in the country. In 2023, the program was successfully conducted, and its second season began in 2024. The program involves 17 ministries and approximately 120 civil servants.<sup>9</sup>

In addition, in September 2024, an intergovernmental experience exchange session was held in Tashkent with the participation of representatives from the governments of Uzbekistan and the UAE. Heads and officials of state bodies attended, discussing issues related to improving the quality and efficiency of public administration.

Cooperation has been established between the Agency for the Development of Public Service of Uzbekistan and the Agency for Public Service Affairs of Kazakhstan. At a meeting held in September 2023, experiences were shared regarding the open competition system for entering civil service. This meeting also addressed issues of increasing transparency and efficiency in civil service recruitment processes.

Furthermore, Uzbekistan is showing interest in Kazakhstan's system for evaluating the effectiveness of state bodies. In this regard, measures are being implemented to exchange experiences and develop cooperation between the two countries.

Overall, Uzbekistan aims to enhance the effectiveness of public administration through international cooperation and experience exchange. Cooperation programs with Singapore, the UAE, Kazakhstan, and other countries play a significant role in this direction.

In Uzbekistan, several strategic directions have been established to enhance the efficiency of public administration and implement modern management methods. These are aimed at improving the quality of public services, strengthening citizens' confidence in state institutions, and refining the governance system.<sup>10</sup>

#### 1. Strengthening strategic planning and coordination:

To effectively implement state policy, it is essential to enhance strategic planning and coordination mechanisms. The report presented by the Organisation for Economic Co-operation and Development (OECD) examines key areas of reforms aimed at coordinating

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<sup>7</sup> Uzbekistan-Singapore: New trends in cooperation in the field of public administration: [https://uza.uz/oz/posts/ozbekiston-singapur-davlat-boshqaruvi-sohasida-hamkorlikning-yangi-tendensiyasi\\_446687](https://uza.uz/oz/posts/ozbekiston-singapur-davlat-boshqaruvi-sohasida-hamkorlikning-yangi-tendensiyasi_446687)

<sup>8</sup> The award ceremony for the winners of the "Evaluating the Effectiveness of Uzbekistan's State Bodies" program was held: <https://argos.uz/oz/press-center/news/579>

<sup>9</sup> Interviews and presentations are being conducted as part of the "Evaluating the Effectiveness of Uzbekistan's State Bodies" program: <https://www.argos.uz/oz/press-center/news/813>

<sup>10</sup> OECD recommendations for shaping state governance were considered: <https://asr.gov.uz/news/13135>

state policy, improving strategic planning, and strengthening governance mechanisms and tools.

#### 2. Implementation of a performance evaluation system for civil servants:

In accordance with the decision adopted in 2021, a system for evaluating the performance effectiveness of deputy heads of ministries, state committees, and other government bodies has been implemented.

#### 3. Introduction of innovative management methods:

In 2021, a relevant decree was adopted to improve the state management system for the development of scientific and innovative activities.<sup>11</sup> This document provides for the development and implementation of innovative development strategies.

#### 4. Expanding international experience and cooperation:

Considering the crucial importance of international experience and cooperation in enhancing the effectiveness of public administration.

#### 5. Assessing the effectiveness of human resources in public administration:

It is possible to improve the efficiency of the management system by developing and implementing indicators to evaluate the effectiveness of human resources in public administration. Scientific research is being conducted in this area.<sup>12</sup>

These strategic directions will serve to increase the efficiency of public administration, improve the quality of public services, and strengthen citizens' trust in state institutions. In the future, it is planned to further enhance the public administration system by continuing reforms in this direction. In recent years, Uzbekistan has implemented a series of reforms aimed at improving the efficiency of public administration. Specifically, a system for evaluating the performance of civil servants has been introduced, and the effectiveness of deputy leaders is being regularly monitored. Additionally, recommendations from international organizations, including the Organisation for Economic Co-operation and Development (OECD), are being taken into account to reform the public administration system.

In cooperation with the United Arab Emirates, a program for evaluating the activities of state bodies is being implemented. These measures contribute to improving the efficiency of public administration, ensuring transparency, and enhancing the quality of services provided to citizens. In the future, it is planned to further refine the public administration system by continuing reforms in this direction.

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<sup>11</sup> On improving the state administration system for the development of scientific and innovative activities: <https://yuz.uz/uz/news/o-sovershenstvovanii-sistem-gosudarstvennogo-upravleniya-v-sfere-razvitiya-nauchnoy-i-innovatsionnoy-deyatelnosti>

<sup>12</sup> Indicators for evaluating human resource effectiveness in management: <https://uzzamin.uz/uz/magazines/2-2022/boshqaruvda-inson-resurslari-samaradorligini-baholash-ko-rsatkichlari-uzzamin.pdf>

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