



MODERN PUBLIC ADMINISTRATION METHODS IN THE ECONOMIC REFORMS OF UZBEKISTAN

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Article history:	Abstract:
Received: 11 th December 2025 Accepted: 10 th February 2026	This article examines the implementation of modern public administration methods in Uzbekistan's economic reforms. Institutional changes led by the Administration of the President of the Republic of Uzbekistan and the Cabinet of Ministers of the Republic of Uzbekistan, including digital transformation and performance-based management, are analyzed as key drivers of economic efficiency. The findings show that modern governance approaches enhance economic stability and investment attractiveness.

Keywords: public administration, economic reforms, digital transformation, open budget, performance-based management.

INTRODUCTION

In recent years, the economy of Uzbekistan has been undergoing a process of rapid modernization. According to data from the National Agency of Statistics regarding the results of 2025, the country's Gross Domestic Product (GDP) growth reached 7.7%. This figure represents the highest growth rate in the last five years and serves as a testament to the effectiveness of structural economic reforms. Simultaneously, the volume of investments in fixed capital reached 591 trillion 141 billion UZS, reflecting a 10.5% increase compared to 2024, while the inflation rate decreased to 7.3%. [3]

These growth rates are intrinsically linked to the large-scale economic reforms spearheaded by the President and the Government of the Republic of Uzbekistan. [2] These initiatives encompass the strengthening of market mechanisms, digital transformation, the enhancement of the investment climate, and the modernization of public administration. Furthermore, international organizations and academic research indicate that the implementation of digital economy frameworks and e-government systems plays a pivotal role in boosting economic efficiency and ensuring transparency. [1]

This article analyzes modern public administration approaches within the context of Uzbekistan—specifically strategic planning, result-based management (RBM), the open budget system, and digital transformation. Furthermore, it explores the

theoretical and practical significance of these approaches in enhancing economic stability and increasing investment attractiveness.

LITERATURE REVIEW

The implementation of modern public administration methods is extensively covered in numerous domestic and foreign studies as a vital component of contemporary economic reforms. Professor N. Jumaev and other researchers have analyzed the correlations between money supply, inflation, and fiscal factors using econometric models. Their findings provide an empirical basis for the significant impact of the M2 money aggregate and the growth of budget expenditures on price dynamics. By employing regression analysis, cointegration, and Vector Autoregression (VAR) models, these studies demonstrate that inflationary pressures may intensify if monetary and fiscal policies are not appropriately synchronized. [8]

Professor B. Khodiev and the representatives of his scientific school have extensively studied the institutional role of the state and the efficiency of public administration within the context of economic modernization. Their research emphasizes that the success of economic reforms is fundamentally contingent upon the openness, accountability, and result-oriented mechanisms of public governance. Furthermore, the authors have scientifically substantiated that the integration of strategic planning and a comprehensive system of indicators (KPIs) into



public administration serves to bolster economic stability.[10]

Professor A. Vakhobov has conducted extensive research on macroeconomic stability, fiscal policy, and public finance. His scholarly works analyze the interrelationships between budget deficits, public debt, and inflation, demonstrating that maintaining fiscal discipline is a critical prerequisite for sustainable economic growth. Utilizing econometric approaches, his research notes that while fiscal expansion may stimulate growth in the short term, it can potentially trigger inflationary risks in the long run.[9]

Professor Sh. Shodmonov and his collaborators have examined the interaction between the regulatory functions of the state and market mechanisms within the context of economic reforms. Their research scientifically substantiates that the efficiency of public administration is closely intertwined with the development of market institutions. Furthermore, they argue that excessive administrative intervention (bureaucratic overreach) can stifle economic activity and diminish overall market vitality.[11]

Modern researchers, particularly those focusing on the digital economy and the transformation of public administration, evaluate e-government, open budget systems, and digital monitoring mechanisms as essential tools for enhancing economic efficiency. They argue that the digitalization of public governance significantly reduces bureaucratic costs, mitigates corruption risks, and bolsters investment attractiveness. In their view, integrating these digital frameworks fosters a more transparent and resilient economic environment.

The reviewed literature indicates that the implementation of modern and digital mechanisms in public administration plays a crucial role in enhancing the effectiveness of economic reforms. However, certain studies highlight that institutional constraints, human capital shortages, and inter-regional digital divides have yet to be fully addressed. This article aims to analyze these scholarly approaches within the framework of Uzbekistan's experience and provide practical recommendations based on the findings.

RESEARCH METHODOLOGY

This research is focused on evaluating the outcomes of implementing modern public administration methods within the process of Uzbekistan's economic reforms. The theoretical foundation of the study is comprised of the concepts of institutional economics, New Public Management (NPM), and digital transformation. These frameworks provide the basis for assessing how administrative changes influence economic indicators and structural shifts within the national economy.

The analysis utilized key indicators covering the period from 2017 to 2024, including GDP growth rates, the volume of foreign direct investment (FDI), the number of electronic government services, public-private partnership (PPP) projects, and the duration of public service delivery. The outcomes of the reforms were evaluated over time through dynamic comparative analysis and descriptive statistical methods.[3]

Furthermore, the correlation between changes in public administration and economic indicators was analyzed based on a structural-institutional approach. Consequently, the positive impact of modern management mechanisms on economic efficiency and stability was scientifically substantiated.

ANALYSIS AND RESULTS

In recent years, the economic reforms implemented in Uzbekistan have assumed a systemic character, necessitating a fundamental renewal of the institutional foundations of public administration. Key objectives—such as economic liberalization, the expansion of market mechanisms, the enhancement of the investment climate, and the increasing share of the private sector—demanded a transition from the traditional administrative-command model of governance to a modern, results-based management (RBM) framework.

Modern public administration methods, including strategic planning, performance-based management, digital transformation, the open budget system, public-private partnership (PPP) mechanisms, and e-government platforms, have been successfully implemented. These approaches have served to streamline administrative processes, enhance the agility of decision-making, and improve the overall quality of public service delivery.

Specifically, the expansion of digital governance mechanisms has minimized the human factor in public service delivery, reduced bureaucratic hurdles, and enhanced transparency. Government services provided through digital platforms have significantly lowered administrative costs for business entities. Consequently, these improvements have bolstered the business environment and increased the country's investment attractiveness.

The introduction of a results-based management system has enabled the evaluation of government agencies' performance through precise performance indicators (KPIs). Through a framework of strategic objectives and measurable indicators, the efficiency of budgetary expenditure has significantly improved. This process has bolstered fiscal stability and strengthened mechanisms for the rational allocation of resources.[6]



Table 1.
Results of Implementing Modern Public Administration Methods in Uzbekistan's Economic Reform Process.

Indicators	2017	2020	2023	2024
GDP growth rate (%)	4.5	1.9	6.0	6.5
Volume of foreign investments (USD billion)	3.5	6.6	11.0	11.5
Number of e-government services (units)	50	210	Over 400	Over 450
Share of population using digital public services (%)	20	55	80	85
Number of Public-Private Partnership (PPP) projects (units)	15	85	Over 200	Over 220
Number of Open Budget projects (units)	0	1,500	Over 6,000	Over 7,500
Average time required for public service delivery (days)	30	15	5	3

Table 1 presents the key indicators related to economic reforms and digital public administration implemented in Uzbekistan between 2017 and 2024. These data provide a comprehensive framework for evaluating the practical outcomes of the systemic reforms undertaken in the country over recent years.

Specifically, the GDP growth rate stood at 4.5% in 2017, but decelerated to 1.9% in 2020 due to the impact of the global pandemic. However, as a result of subsequent measures aimed at supporting the economy, GDP growth recovered to 6.0% and 6.5% in 2023 and 2024, respectively. This trend demonstrates the restoration of economic stability and the effectiveness of the government's recovery strategies.[7]

The growth in the volume of foreign investment is also noteworthy. The investment volume, which stood at \$3.5 billion in 2017, increased to \$11.5 billion by 2024. This growth can be attributed to the improvement of the investment climate, the simplification of business conditions, and the legal safeguards provided by the state. This substantial increase reflects growing investor confidence in the country's institutional reforms.

Furthermore, the integration of digital technologies into public administration is progressing rapidly. Notably, the number of electronic government services has expanded from 50 in 2017 to over 450 by 2024. Simultaneously, the share of users engaging with digital public services has surged from 20% to 85%, reflecting the growing public demand and trust in electronic governance. This transition underscores the effectiveness of digital platforms in making state-citizen interactions more accessible and efficient.

The significant increase in the number of public-private partnership (PPP) projects is of equal importance. While only 15 such projects existed in 2017, their number has grown to over 220 by 2024. This expansion serves as evidence of the active involvement of the private sector in economic processes and the implementation of innovative financial mechanisms for large-scale projects. Such a shift indicates a strategic move toward leveraging private capital and expertise to address national developmental needs.[5]

Furthermore, the dramatic increase in Open Budget projects can be evaluated as a direct result of reforms aimed at ensuring transparency in public finance and strengthening civic engagement. Additionally, the reduction of the average time for public service delivery from 30 days to just 3 days serves as a clear indicator of the enhanced efficiency of public administration. This significant improvement demonstrates the practical impact of administrative reforms on reducing the "time tax" for both citizens and businesses.[4]

CONCLUSION

The modernization of the public administration system in Uzbekistan transcends mere economic metrics; it fundamentally enhances social capital by fostering public trust and increasing civic engagement. Consequently, Uzbekistan is evolving into a state characterized by a modern, transparent, and digitally-driven governance framework. In summary, the implementation of sophisticated state management mechanisms plays a pivotal role in amplifying the efficacy of the country's economic reforms. The strategic integration of digitalization, fiscal transparency, and public-



private partnership (PPP) models serves as a cornerstone for ensuring sustainable and resilient economic development in the long term.

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