

Local Project Appraisal Committee Meeting Minutes Further Improvement of Public Services Delivery in Uzbekistan

Date and time: 19 March 2025, 15:00-16:30

Venue: <https://undp.zoom.us/j/86841912828?pwd=iM688qcsMHIG7rnGFU8N9mjzI7eQJF.1>

Objective: Presentation and discussion of the project on “Further Improvement of Public Services Delivery in Uzbekistan” project (FIPSD, second phase of the IPSD project)

14:45-15:00	Registration of participants
15:00-15:15	Opening remarks • Eldor Makhkamov, Head of Public Services Department, Ministry of Justice • Wim Riepma, Head of the Cooperation Section of the Delegation of the European Union in Uzbekistan • Anas Fayyad Qarman, UNDP Deputy Resident Representative in Uzbekistan
15:15-15:50	Presentation of the new joint project – “Further Improvement of Public Services Delivery in Uzbekistan”, Bunyod Avliyokulov, Program Analyst of Effective Governance
15:50-16:00	Q&A
16:00-16:15	Review and approval of the Project Board and LPAC decisions
16:15-16:30	Closing remarks • Wim Riepma, Head of the Cooperation Section of the Delegation of the European Union in Uzbekistan • Anas Fayyad Qarman, UNDP Deputy Resident Representative in Uzbekistan • Eldor Makhkamov, Head of Public Services Department, Ministry of Justice

LIST OF PARTICIPANTS

1. Eldor Makhkamov, Head of the State Services Department at the Ministry of Justice
2. Ikrom Saipov, Representative of the Ministry of Justice
3. Odinaxon Uktamkhodjayeva, Representative of the Ministry of Justice
4. Timur Abdullaev, Representative of the Agency for the Development of Public Service under the President of the Republic of Uzbekistan
5. Sherzod Qtaboyev, Representative of the Ministry of Economy and Finance of the Republic of Uzbekistan
6. Rumilya Dautova, Representative of the Ministry of Digital Technologies
7. Shuxrat Abdurakhmonov, Representative of the Agency for the Development of Public Service under the President of the Republic of Uzbekistan
8. Firuz Safayev, Representative of the Digital Government Project Management Center
9. Gulrukh Nodirova, Representative of the Digital Government Project Management Center
10. Wim Riepma, Head of the Cooperation Department at the Delegation of the European Union to the Republic of Uzbekistan
11. Akmal Rustamov, Program Manager at the Delegation of the European Union to the Republic of Uzbekistan
12. Anas Fayyad Qarman, Deputy Resident Representative of the United Nations Development Programme (UNDP) in Uzbekistan
13. Kamila Mukhamedkhanova, Effective Governance Cluster Leader, UNDP Uzbekistan
14. Bunyod Avliyokulov, Program Analyst on Effective Governance at UNDP Uzbekistan
15. Mukhabbat Turkmenova, Head of Strategic Partnership and Integration Unit, UNDP Uzbekistan
16. Najiba Hazratkulova, Project Analyst on Capacity Development, UNDP Uzbekistan
17. Ravshan Soliyev, Project Analyst, UNDP Uzbekistan
18. Oybek Haydarov, Project Associate on Administrative Finance, UNDP Uzbekistan
19. Akhror Askarov, Interpreter

OPENING REMARKS BY NATIONAL PARTNER AND UNDP

Mr. Makhkamov welcomed participants and emphasized the achievements of the first phase of the Improved Public Services Delivery Project, which expanded services and enhanced government oversight. With public services growing from 37 in 2018 to 382 in 2024 and service uptake rising from 3.4 million to 13.3 million, the project has significantly improved accessibility and efficiency. As the second phase begins, Mr. Makhkamov reiterated that focus will be on deepening reforms, advancing digital transformation, and further improving service delivery. The speaker expressed gratitude to stakeholders and called for continued collaboration to build on this success.

Mr. Riepma welcomed all the participants and congratulated with the launching of the second phase of the improved public service delivery project. He highlighted that the second phase of the project focuses on strengthening public service institutions by improving legal frameworks, enhancing government efficiency, and expanding digital solutions for better accessibility and transparency with a key goal of empowering citizens, particularly marginalized groups, to participate in governance and access essential services. He noted that the existing challenges, including bureaucratic inefficiencies, a digital divide in rural areas, and inconsistent implementation of reforms requires further investment in capacity building, infrastructure, and policy enforcement and in this regard, the European Union remains a key partner, providing financial and technical support to modernize Uzbekistan's governance system. Mr. Riepma reiterated one more time that the launching of the second phase of the project is a significant step forward in further modernizing public services in Uzbekistan.

Mr. Qarman expressed gratitude to local project appraisal committee meeting participants, European Union delegation, Ministry of Justice of the Republic of Uzbekistan for their continuous support in public service delivery initiatives. He highlighted Uzbekistan's significant progress in making public services more efficient, accessible, and citizen-centered, leading to increased public engagement. Touching on the results of the first phase of the project, he noted that the project has strengthened policies, legal frameworks, and digital transformation, introducing inclusive Public Service Centers and Women Advisory Groups. Key achievements include notary system reforms, streamlined licenses for entrepreneurs, improved human resources, and better accessibility for people with disabilities. The innovative zoning concept has enhanced service efficiency. Building on the previous success of the initiatives, Mr. Qarman remarked that the second phase of the project is also aligned with Uzbekistan's national modernization goals, and UNDP reaffirmed its commitment to supporting ongoing public administration reforms.

Ms. Mukhamedkhanova moderated the meeting by emphasizing that the first phase of the project, though extensive by UNDP standards, successfully achieved all its set targets and objectives. Addressing the launch of the second phase, Ms. Mukhamedkhanova highlighted that this stage of governance reform is fully aligned with the project's goals. She stressed that the focus will now shift to public institutions responsible for service delivery and back-office functions, as effective back-office operations are essential for high-quality front-office services, and vice versa. Recognizing the need for transformative support, she underscored that these institutions require targeted interventions to enhance service delivery. Following her remarks, Mr. Bunyod Avliyokulov was given the floor to present the objectives and goals of the second phase.

PRESENTATION OF THE NEW JOINT PROJECT – “FURTHER IMPROVEMENT OF PUBLIC SERVICES DELIVERY IN UZBEKISTAN”

Mr. Bunyod Avliyokulov presented the new project, “Further Improvement of Public Services Delivery in Uzbekistan,” outlining its goals, objectives, and implementation strategy. The project, running from 2025 to 2029 with a budget of USD 5,467,420 (EU-funded), will be implemented jointly with the Ministry of Justice.

Its primary objective is to enhance public administration and service delivery in rural areas by transforming back-office operations, advancing digitalization and data governance, and ensuring inclusive access to services.

He emphasized the existing challenges in public service delivery, particularly the lack of access to quality services in remote areas, complicated and non-transparent procedures, outdated legal frameworks, and

insufficient technological capacity. Vulnerable populations, including women, youth, the elderly, and persons with disabilities, face additional barriers due to limited accessibility and low awareness of their rights. To address these challenges, the project builds upon the successes of its first phase (2019-2024), which focused on establishing Public Service Centers (PSCs) in seven pilot regions and improving front-office operations. The new phase (2025-2029) will shift attention to strengthening back-office systems, expanding digital transformation initiatives, and enhancing local governance for better service delivery.

The implementation strategy is structured around two main outcomes. The first aims to improve the efficiency and effectiveness of public service delivery by strengthening back-office institutions and enhancing the operational capacity of service providers. The second focuses on increasing accessibility and service quality by leveraging technology, reinforcing local governance structures, and specifically targeting rural and vulnerable populations. To achieve these goals, the project will introduce key reforms, including modernizing institutional, legal, and regulatory frameworks, with expectations of certifying five back-office institutions under ISO standards, reviewing eleven institutions, and adopting three new service delivery standards. Additionally, efforts will be made to enhance institutional capacity by adopting modern HR practices, training 1,000 civil servants in user-centric service delivery, and supporting 5,000 rural residents through volunteer programs.

Further digital transformation will play a crucial role in improving service accessibility, with plans to digitize 35 public services, establish seven inclusive PSCs, create 35 self-service zones in mahallas, and introduce ten services for private sector delivery. The project will also focus on strengthening local governance through capacity-building initiatives, with 500 local governance staff trained, 14 civil society groups engaged in decision-making, and 14 Women's Advisory Groups (WAGs) actively participating in rural areas.

Governance of the project will be overseen by a project team led by a Project Manager (NPSA-10) and supported by specialized analysts covering areas such as public service delivery (NPSA-9), capacity development (NPSA-9), digital transformation (NPSA-9), and local governance (NPSA-9). The team will also include a communication analyst (NPSA-8), a project associate (NPSA-7), and drivers (NPSA-2, NPSA-2). Key government partners include the Ministry of Justice as the lead implementing agency, along with the Ministry for the Development of Territories, the Ministry of Economy and Finance, ARGOS, ASR, NASP, the Senate of Oliy Majlis, the Cabinet of Ministers, and the Women's and Families State Committee. Regional and district khokimiyats will also play a significant role.

On the international front, the project will engage in South-South and Triangular Cooperation, facilitating knowledge exchange with European countries and collaboration with UNDP hubs, including the Istanbul Regional Hub (IRH) and the Global Center for Technology & Innovation. Public awareness campaigns will be launched to educate citizens on their rights and available public services, utilizing multiple channels such as television, online platforms, and community outreach initiatives. Additionally, the project will produce research papers, policy briefs, and user-friendly materials for dissemination in PSCs, mahallas, and NGOs. To ensure continuous improvement, feedback mechanisms will be integrated into PSCs to enhance citizen satisfaction and refine service delivery.

DISCUSSION: QUESTIONS AND ANSWERS

Mr. Riepma expressed concern about Activity 3.4, which involves providing support to the private sector. He emphasized that financial assistance, including the procurement of equipment for the private sector, should not take place.

Ms. Mukhamedkhanova clarified that the support will be in the form of conducting demand based analyses and that no equipment will be procured

Mr. Firuz Safaev asked about the concept of strengthening local governance through capacity-building initiatives, specifically regarding the engagement of 14 civil society groups in decision-making by clarifying the included groups.

In response, **Mr. Bunyod Avliyokulov** explained that the capacity-building activities aim to enhance civic engagement and public participation in addressing key socio-economic development issues in selected regions. The initiatives will focus on supporting Kengashes, Khokimiyats, Public Advisory Councils (PAC), and civil society organizations.

Ms. Dautova asked about the process of forming partnerships in the Business Process Reengineering (BPR) of digital services, given that the Ministry of Digital Technologies is the key stakeholder in this area.

Mr. Abdurakhmonov asked whether there is a draft work plan for initiating the student internship program under Activity 2.5, noting that ARGOS is eager to collaborate on this initiative.

In response, **Mr. Avliyokulov** stated that cooperation opportunities are being considered and will be formalized in due course. However, at this stage, clearly defined roles and responsibilities need to be established.

CLOSING REMARKS AND WRAP-UP

Mr. Rustamov on behalf of Wim Riepma concluded by highlighting the achievements of the first phase of the project, emphasizing the strong partnership between the European Union and Uzbekistan in advancing public service delivery and governance, particularly in rural areas. He reaffirmed the EU's commitment to supporting Uzbekistan in modernizing governance and ensuring sustainable, impactful reforms, expressing hope that the second phase will be even more successful.

Mr. Qarman thanked all participants for their collaboration and continued support in joint public service delivery initiatives. He noted that the progress achieved in the first phase, as well as the launch of the second phase, reflects UNDP's ongoing strong commitment to public administration reform in Uzbekistan, with a particular focus on service delivery, local governance, and digital transformation. He also proposed the possibility of holding the signing ceremony for the second phase in the first week of April.

Mr. Makhkamov expressed his sincere appreciation to all stakeholders and partners for their dedication and collaboration throughout the implementation of the first phase and the launch of the second phase of the project. In closing, he reiterated a strong commitment to continued cooperation, aiming to build on past achievements and further enhance the quality and accessibility of public services in the next phase of the project.

RESOLUTION
Local Project Appraisal Committee Meeting
“Further Improvement of Public Services Delivery in Uzbekistan”
Tashkent, 19 March 2025

Following the results of the meeting, the Local Project Appraisal Committee Meeting has decided:

1. Approve the Project’s Design Stage Quality Assurance assessment as ‘Satisfactory’.
2. Assign the Project Manager to submit the project document and the Standard Letter of Agreement between UNDP and the Ministry of Justice of the Republic of Uzbekistan on the provision of support services for the UNDP Project “Further Improvement of Public Services Delivery in Uzbekistan” (project ID 01003222) for endorsement.
3. Develop a detailed Annual Plan of Activities and Budget for the period of January-December 2025 and submit it for consideration and subsequent approval to the Ministry of Justice of the Republic of Uzbekistan and UNDP.
4. Assign the Project Manager to initiate recruitment of the project staff.
5. Assign the Project with preparation of draft minutes and resolution of the Project Board meeting by March 26, 2025, and with sending them to all members of the LPAC meeting for review and subsequent approval.
6. Members of the LPAC meeting are requested to send their comments within 3 days after receiving the draft Minutes and Resolution of the LPAC meeting.

Annexes:

1. Presentation of the project design.
2. Standard Letter of Agreement.



Eldor Makhkamov
Head of Public Services Department, Ministry of
Justice of the Republic of Uzbekistan

March 19, 2025



Anas Qarman
Deputy Resident Representative
UNDP in Uzbekistan

March 19, 2025

Meeting Minutes
prepared by: Bunyod Avliyokulov, Programme Analyst on
Effective Governance



Mahalliy Loyihani Baholash Qo'mitasi Yig'ilishi (MLBQY)
"O'zbekistonda Davlat Xizmatlari Ko'rsatishni Yanada Takomillashtirish"

Sana va vaqt: 2025-yil 19-mart, 15:00-16:30

Joy: Zoom orqali onlayn video konferensiya

(<https://undp.zoom.us/j/86841912828?pwd=iM688qcsMHIG7mGFU8N9mjzI7eQJF.1>)

Maqsad: "O'zbekistonda davlat xizmatlari ko'rsatishni yanada takomillashtirish" loyihasining taqdimoti va muhokamasi ("O'zbekistonning qishloq hududlarida davlat xizmatlarini takomillashtirish va boshqaruv darajasini oshirish" loyihasining ikkinchi bosqichi)

KUN TARTIBI

14:45-15:00	Ishtirokchilarni ro'yxatdan o'tkazish
15:00-15:15	Kirish so'zlari ● Eldor Mahkamov, Adliya vazirligi Davlat xizmatlari departamenti rahbari ● Vim Riepma, Yevropa Ittifoqining O'zbekistondagi delegatsiyasi hamkorlik bo'limi rahbari ● Anas Fayyad Qarman, BMT Taraqqiyot Dasturining O'zbekistondagi doimiy vakili o'rinbosari
15:15-15:50	Yangi qo'shma loyiha taqdimoti – "O'zbekistonda davlat xizmatlari ko'rsatishni yanada takomillashtirish" Bunyod Avliyokulov, Samarali boshqaruv dasturi tahlilchisi
15:50-16:00	Savol-javoblar
16:00-16:15	Loyiha kengash doirasida kelishilgan qarorlarni ko'rib chiqish va tasdiqlash
16:15-16:30	Yakunlovchi mulohazalar va xulosa ● Vim Riepma, Yevropa Ittifoqining O'zbekistondagi delegatsiyasi hamkorlik bo'limi rahbari ● Anas Fayyad Qarman, BMT Taraqqiyot Dasturining O'zbekistondagi doimiy vakili o'rinbosari ● Eldor Mahkamov, Adliya vazirligi Davlat xizmatlari departamenti rahbari

ISHTIROKCHILAR RO'YXATI

1. Eldor Makhkamov, Adliya vazirligi Davlat xizmatlari bo'limi rahbari
2. Ikrom Saipov, Adliya vazirligi vakili
3. Odinaxon Uktamxodjayeva, Adliya vazirligi vakili
4. Timur Abdullaev, O'zbekiston Respublikasi Prezidenti huzuridagi Davlat xizmati rivojlantirish agentligi vakili
5. Sherzod Otaboyev, Iqtisodiyot va moliya vazirligi vakili
6. Rumilya Dautova, Raqamli texnologiyalar vazirligi vakili
7. Shuxrat Abduraxmonov, O'zbekiston Respublikasi Prezidenti huzuridagi Davlat xizmati rivojlantirish agentligi vakili
8. Firuz Safayev, Raqamli hukumat loyihalarini boshqarish markazi vakili
9. Gulrukh Nodirova, Raqamli hukumat loyihalarini boshqarish markazi vakili
10. Wim Riepma, Yevropa Ittifoqining O'zbekiston Respublikasidagi Delegatsiyasi Hamkorlik bo'limi rahbari
11. Akmal Rustamov, Dastur rahbari, Yevropa Ittifoqining O'zbekiston Respublikasidagi Delegatsiyasi
12. Anas Fayyad Qarman, BMT Taraqqiyot Dasturining (UNDP) O'zbekistondagi doimiy vakili o'rinbosari
13. Kamila Mukhamedkhanova, BMT Taraqqiyot Dasturining O'zbekistondagi Samarali boshqaruv klasteri rahbari
14. Bunyod Avliyokulov, BMT Taraqqiyot Dasturining O'zbekistondagi Samarali boshqaruv bo'yicha dastur tahlilchisi
15. Najiba Hazratkulova, BMT Taraqqiyot Dasturining O'zbekistondagi Salohiyatni rivojlantirish bo'yicha loyiha tahlilchisi
16. Ravshan Soliyev, BMT Taraqqiyot Dasturining O'zbekistondagi loyiha tahlilchisi
17. Oybek Haydarov, BMT Taraqqiyot Dasturining O'zbekistonda Ma'muriy moliya bo'yicha assotsiati
18. Tarjimonlar, ingliz-rus-o'zbek tillarida

MILLIY HAMKOR VA BMTTD TOMONIDAN KIRISH SO'ZLARI

Janob Maxkamov yig'ilish ishtirokchilarini qutlab, "Davlat xizmatlari ko'rsatishni takomillashtirish" loyihasining birinchi bosqichida erishilgan yutuqlarni alohida ta'kidladi. Birinchi bosqich doirasida ko'rsatilayotgan xizmatlar ko'lami kengaytirilib, davlat nazorati samaradorligi oshirildi. Davlat xizmatlari soni 2018-yildagi 37 tadan 2024-yilda 382 taga yetgan bo'lsa, foydalanuvchilar soni 3,4 milliondan 13,3 millionga oshdi. Ushbu loyiha xizmatlardan foydalanish imkoniyatlarini sezilarli darajada yaxshiladi va samaradorlikni oshirdi. Loyiha ikkinchi bosqichiga kirar ekan, janob Maxkamov e'tiborni islohotlarni chuqurlashtirish, raqamli transformatsiyani ilgari surish va xizmatlar ko'rsatish sifatini yanada oshirishga qaratish lozimligini ta'kidladi. Shuningdek, u barcha manfaatdor tomonlarga minnatdorchilik bildirib, loyihaning muvaffaqiyatini yanada mustahkamlash uchun hamkorlikni davom ettirishga chaqirdi.

Janob Riepma barcha ishtirokchilarni davlat xizmatlarini ko'rsatishni takomillashtirish bo'yicha loyiha ikkinchi bosqichining boshlanishi bilan tabrikladi. U loyihaning ikkinchi bosqichi davlat xizmatlari muassasalarini mustahkamlashga qaratilgan bo'lib, bu huquqiy asoslarni takomillashtirish, davlat boshqaruvi samaradorligini oshirish va raqamli yechimlarni kengaytirish orqali xizmatlardan foydalanish imkoniyatlarini oshirish hamda shaffoflikni ta'minlashga xizmat qilishini ta'kidladi. Loyihaning asosiy maqsadi aholining, ayniqsa ijtimoiy himoyaga muhtoj guruhlarining boshqaruv jarayonlarida faol ishtirok etishiga va asosiy xizmatlardan foydalanish imkoniyatlarini kengaytirishga qaratilgan. Janob Riepma byurokratik kechikishlar, qishloq hududlaridagi raqamli tafovut va islohotlarning izchil amalga oshirilmasi kabi mavjud muammolarga to'xtalar ekan, bu yo'nalishda kadrlar salohiyatini oshirish, infratuzilmani rivojlantirish va siyosatni samarali amalga oshirish uchun qo'shimcha investitsiyalar zarurligiga tuxtalib, Yevropa Ittifoqi O'zbekistonning boshqaruv tizimini modernizatsiya qilish jarayonida moliyaviy va texnik yordam ko'rsatish orqali asosiy hamkor bo'lib qolishini qayd etdi. Janob Riepma loyiha ikkinchi bosqichining ishga tushirilishi O'zbekistonda davlat xizmatlarini yanada modernizatsiya qilish yo'lidagi muhim qadam ekanligini yana bir bor ta'kidladi.

Janob Qarman mahalliy loyihani baholash qo'mitasi yig'ilishi ishtirokchilari, Yevropa Ittifoqi delegatsiyasi hamda O'zbekiston Respublikasi Adliya vazirligiga davlat xizmatlarini ko'rsatish tashabbuslariga ko'rsatayotgan doimiy yordami uchun minnatdorchilik bildirdi. U O'zbekistonda davlat xizmatlarini samarali, qulay va fuqarolarga yo'naltirilgan tizimga aylantirish borasida sezilarli yutuqlarga erishilganini ta'kidladi. Loyihaning birinchi bosqichi natijalari yuzasidan gapirar ekan, u me'yoriy va huquqiy asoslar mustahkamlanganini, raqamli transformatsiya rivojlantirilganini, inklyuziv Davlat xizmatlari markazlari va Ayollar maslahat guruhlari joriy etilganini qayd etdi. Muhim natijalar qatorida notariat tizimini isloh qilish, tadbirkorlik uchun litsenziyalash jarayonini soddalashtirish, kadrlar salohiyatini oshirish va nogironligi bo'lgan shaxslar uchun xizmatlardan foydalanish imkoniyatlarini kengaytirish kabilar alohida ta'kidlandi. Shuningdek, innovatsion hududiy rejalashtirish konsepsiyasi xizmatlar samaradorligini oshirishga yordam berdi. Ushbu tashabbuslarning avvalgi yutuqlariga tayangan holda, janob Qarman loyihaning ikkinchi bosqichi ham O'zbekistonning milliy modernizatsiya maqsadlariga mos kelishini va BMTTD davlat boshqaruvini isloh qilish jarayonini qo'llab-quvvatlashda davom etishini yana bir bor tasdiqlashini bildirdi.

Uchrashuvda **Muxamedxonova xonim** moderatorlik qilib, loyihaning birinchi bosqichi BMTTD standartlari bo'yicha keng ko'lamli bo'lsa-da, belgilangan barcha maqsad va vazifalarga muvaffaqiyatli erishilganini ta'kidladi. Muxamedxonova xonim ikkinchi bosqichning boshlanishi haqida gapirar ekan, boshqaruv tizimini isloh qilishning ushbu bosqichi loyiha maqsadlariga to'liq mos kelishini qayd etdi. Uning ta'kidlashicha, endi asosiy e'tibor xizmatlarni taqdim etish va bek-ofis funksiyalari uchun mas'ul bo'lgan davlat muassasalariga qaratiladi, chunki yuqori sifatli front-ofis xizmatlari uchun samarali bek-ofis operatsiyalari muhim ahamiyatga ega va aksincha. Transformativ qo'llab-quvvatlash zarurligini tan olib, u ushbu muassasalar xizmatlar ko'rsatishni yaxshilash uchun maqsadli tashabbuslar talab qilishini ta'kidladi.

Uning so'zlaridan so'ng, ikkinchi bosqichning maqsad va vazifalari bilan tanishtirish uchun so'z janob Bunyod Avliyokulovga berildi.

“O‘ZBEKISTONDA DAVLAT XIZMATLARI KO‘RSATISHNI YANADA TAKOMILLASHTIRISH” – YANGI QO‘SHMA LOYIHA TAQDIMOTI

Janob Bunyod Avliyokulov yangi “O‘zbekistonda davlat xizmatlari ko‘rsatishni yanada takomillashtirish” loyihasining maqsadlari, vazifalari va amalga oshirish strategiyasini taqdim qildi. 2025–2029-yillar davomida amalga oshiriladigan va Yevropa Ittifoqi tomonidan moliyalashtirilgan 5,467,420 AQSh dollariga teng mazkur loyiha O‘zbekiston Respublikasi Adliya vazirligi bilan hamkorlikda olib boriladi. Uning asosiy maqsadi davlat boshqaruvini va davlat xizmatlarini, ayniqsa qishloq joylarda, yanada takomillashtirishdan iborat bo‘lib, buning uchun bek-ofis operatsiyalarini transformatsiya qilish, raqamlashtirish va ma'lumotlarni boshqarish jarayonlarini rivojlantirish hamda xizmatlardan foydalanish imkoniyatlarini inklyuziv tarzda kengaytirish rejalashtirilgan.

Janob Avliyokulov davlat xizmatlarini ko‘rsatishdagi mavjud muammolarni, xususan, uzoq hududlarda sifatli xizmatlardan foydalanish imkoniyatining yetarlicha mavjud emasligini, murakkab va shaffof bo‘lmagan tartib-taomillar, eskirgan huquqiy asoslar hamda yetarli texnologik imkoniyatlarning yo‘qligini alohida ta’kidladi. Ayniqsa, ijtimoiy himoyaga muhtoj aholi qatlamlari – xotin-qizlar, yoshlar, keksalar va nogironligi bo‘lgan shaxslar – xizmatlardan foydalanishda qo‘shimcha to‘siqlarga duch kelmoqda. Ularning xizmatlardan foydalanish imkoniyatlari cheklangan bo‘lib, huquqlari haqida xabardorlik darajasi ham pastligicha qolmoqda. Mazkur muammolarni bartaraf etish maqsadida loyiha 2019–2024-yillarda muvaffaqiyatli amalga oshirilgan birinchi bosqich natijalariga tayanadi. Dastlabki bosqichda yetti tajriba hududida Davlat xizmatlari markazlari (DXM) tashkil etilib, front-ofis operatsiyalarini yaxshilashga e’tibor qaratilgan edi. Yangi bosqich (2025–2029) esa bek-ofis tizimlarini mustahkamlash, raqamli transformatsiya tashabbuslarini kengaytirish va mahalliy boshqaruv organlari faoliyatini takomillashtirish orqali xizmatlar sifati va samaradorligini oshirishga yo‘naltiriladi.

Loyihani amalga oshirish strategiyasi ikki asosiy natijaga yo‘naltirilgan. Birinchi natija – davlat xizmatlarini ko‘rsatish samaradorligi va natijaviyligini oshirish bo‘lib, buning uchun bek-ofis institutlarini mustahkamlash va xizmat ko‘rsatuvchi tashkilotlarning operatsion salohiyatini oshirish rejalashtirilgan. Ikkinchi natija esa xizmatlardan foydalanish imkoniyatlarini kengaytirish va ularning sifatini oshirishdan iborat bo‘lib, buning uchun zamonaviy texnologiyalardan foydalanish, mahalliy boshqaruv tizimini mustahkamlash va ayniqsa chekka hududlarda ijtimoiy himoyaga muhtoj aholi qatlamlarini qo‘llab-quvvatlash rejalashtirilgan. Ushbu maqsadlarga erishish uchun loyiha bir qator muhim islohotlarni amalga oshiradi. Bulardan biri, institutsional, huquqiy va tartibga solish asoslarini modernizatsiya qilish, beshta bek-ofis muassasasini ISO standartlari bo‘yicha sertifikatlash, 11 ta muassasaning faoliyatini ko‘rib chiqish va uchta yangi xizmat ko‘rsatish standartini joriy etish. Qo‘shimcha ravishda, loyiha institutsional salohiyatni oshirish, zamonaviy kadrlar boshqaruvi amaliyotlarini joriy etish, 1 000 nafar davlat xizmatchisini foydalanuvchilarga yo‘naltirilgan xizmat ko‘rsatish bo‘yicha o‘qitish hamda 5 000 nafar qishloq aholisiga ko‘ngillilar dasturi orqali yordam berishni maqsad qilgan.

Davlat xizmatlaridan foydalanish imkoniyatlarini oshirishda raqamli transformatsiyaning yanada chuqurlashishi muhim rol o‘ynaydi. Shu maqsadda 35 ta davlat xizmati raqamlashtirilishi, 7 ta inklyuziv Davlat Xizmatlari Markazi (DXM) tashkil etilishi, mahallalarda 35 ta o‘z-o‘ziga xizmat ko‘rsatish zonalarini yaratilishi hamda xususiy sektor orqali 10 ta yangi xizmat joriy etilishi rejalashtirilgan. Loyiha, shuningdek, mahalliy boshqaruv tizimini mustahkamlashga qaratilgan salohiyatni oshirish tashabbuslariga e’tibor qaratadi. Shu doirada 500 nafar mahalliy boshqaruv xodimi o‘qitiladi, 14 ta fuqarolik jamiyati guruhi qaror qabul qilish jarayoniga jalb qilinadi va 14 ta Ayollar maslahat guruhlari (WAGs) qishloq hududlarida faoliyat yuritadi.

Loyihaning boshqaruvi Loyiha menejeri (NPSA-10) rahbarligida amalga oshiriladi. Ushbu jamoa tarkibiga davlat xizmatlarini ko'rsatish (NPSA-9), salohiyatni rivojlantirish (NPSA-9), raqamli transformatsiya (NPSA-9) va mahalliy boshqaruv (NPSA-9) bo'yicha ixtisoslashgan tahlilchilar kiradi. Bundan tashqari, jamoa tarkibida kommunikatsiya bo'yicha tahlilchi (NPSA-8), loyiha bo'yicha yordamchi (NPSA-7) va haydovchilar (NPSA-2, NPSA-2) bo'ladi.

Loyihaning asosiy davlat hamkorlari qatoriga O'zbekiston Respublikasi Adliya vazirligi (bosh ijrochi tashkilot sifatida), Hududlarni rivojlantirish vazirligi, Iqtisodiyot va moliya vazirligi, O'zbekiston Respublikasi Prezidenti huzuridagi Davlat xizmati rivojlantirish agentligi, Strategik islohotlar agentligi, Milliy ijtimoiy himoya agentligi, Oliy Majlis Senati, Vazirlar Mahkamasi hamda Ayollar va oila davlat qo'mitasi kiradi. Shuningdek, viloyat va tuman hokimiyatlari ham muhim rol o'ynaydi.

Xalqaro miqyosda loyiha Janub-Janub va Uchburchak hamkorlik doirasida faoliyat yuritib, Yevropa mamlakatlari bilan tajriba almashish va BMTTD markazlari, jumladan, Istanbul mintaqaviy markazi (IRH) hamda Global texnologiya va innovatsiya markazi bilan hamkorlikni rivojlantiradi. Fuqarolarni ularning huquqlari va mavjud davlat xizmatlari haqida xabardor qilish uchun ommaviy axborot kampaniyalari yo'lga qo'yiladi. Bu jarayonda turli axborot kanallaridan, jumladan, televideniye, onlayn platformalar va mahalliy jamoatchilik tashabbuslaridan foydalaniladi. Shuningdek, loyiha doirasida ilmiy tadqiqot ishlari, siyosiy tahliliy hujjatlar va foydalanuvchilarga qulay materiallar ishlab chiqiladi hamda DXMLar, mahallalar va nodavlat notijorat tashkilotlari (NNT) orqali tarqatiladi. Davlat xizmatlarini doimiy ravishda takomillashtirish va fuqarolar qoniqishini oshirish maqsadida DXMLarda fikr-mulohazalarni yig'ish mexanizmlari joriy etiladi.

MUNOZARA: SAVOLLAR VA JAVOBLAR

Janob Riepma 3.4-faoliyat bo'yicha, ya'ni xususiy sektorni qo'llab-quvvatlash tashabbusiga oid xavotirini bildirdi. U xususiy sektorga moliyaviy yordam, jumladan, uskunalar xarid qilish shaklida qo'llab-quvvatlash taqdim etilmasligi kerakligini ta'kidladi.

Muxamedxanova xonim bu qo'llab-quvvatlash talabga asoslangan tahlillar o'tkazish shaklida bo'lishini va hech qanday uskunalar xaridi ko'zda tutilmaganligini aniqlashtirdi.

Janob Safayev mahalliy boshqaruv tizimini mustahkamlash bo'yicha salohiyatni oshirish tashabbuslari, xususan, qaror qabul qilish jarayoniga 14 ta fuqarolik jamiyati guruhining jalb etilishi konsepsiyasi yuzasidan aniqlik kiritishni so'radi.

Bunga javoban, **Janob Avliyokulov** mazkur salohiyatni oshirish faoliyatlari tanlangan hududlarda fuqarolik faolligini kuchaytirish va muhim ijtimoiy-iqtisodiy rivojlanish masalalarini hal etishda jamoatchilik ishtirokini oshirishga qaratilganligini tushuntirdi. Ushbu tashabbuslar Kengashlar, Hokimiyatlar, Jamoatchilik maslahat kengashlari (PAC) va fuqarolik jamiyati tashkilotlarini qo'llab-quvvatlashga yo'naltirilgan bo'ladi.

Dautova xonim raqamli xizmatlarning Biznes jarayonlarini reinjining qilish (BPR) jarayonida hamkorlik shakllantirish tartibi haqida so'radi, chunki bu sohada asosiy manfaatdor tomon Raqamli texnologiyalar vazirligi hisoblanadi.

Janob Abdurahmonov 2.5-faoliyat doirasida talabalar uchun amaliyot dasturini boshlashga oid ish rejasi loyihasi mavjud yoki yo'qligini so'radi hamda ARGOS ushbu tashabbusda hamkorlik qilishga tayyor ekanligini ta'kidladi.

Javoban, **janob Avliyokulov** hamkorlik imkoniyatlari ko'rib chiqilayotganini va tegishli kelishuvlar o'z vaqtida rasmiylashtirilishini bildirdi. Biroq, hozirgi bosqichda aniq belgilangan rol va majburiyatlarni shakllantirish zarurligi qayd etdi.

YAKUNLOVCHI MULOHAZALAR VA XULOSA

Janob Rustamov, janob Vim Riepma nomidan so'zga chiqib, loyihaning birinchi bosqichida erishilgan yutuqlarni ta'kidlar ekan, Yevropa Ittifoqi va O'zbekiston o'rtasidagi mustahkam hamkorlikni qayd etib, ayniqsa, qishloq hududlarida davlat xizmatlarini rivojlantirish va boshqaruvni takomillashtirishdagi yutuqlarga urg'u berdi. Shuningdek, Yevropa Ittifoqining O'zbekistonda boshqaruv tizimini modernizatsiya qilish va barqaror hamda samarali islohotlarni qo'llab-quvvatlashga sodiqligini yana bir bor tasdiqladi hamda loyihaning ikkinchi bosqichi yanada muvaffaqiyatli bo'lishiga umid bildirdi.

Janob Qarman barcha ishtirokchilarga davlat xizmatlarini birgalikda rivojlantirish tashabbuslaridagi hamkorlik va doimiy qo'llab-quvvatlaganliklari uchun minnatdorchilik bildirdi. U birinchi bosqichda erishilgan yutuqlar hamda ikkinchi bosqichning boshlanishi BMTTDning O'zbekistonda davlat boshqaruvini isloh qilishga bo'lgan doimiy sodiqligini, ayniqsa, davlat xizmatlarini ko'rsatish, mahalliy boshqaruv hamda raqamli transformatsiya yo'nalishlarida o'z aksini topayotganini qayd etdi. Shuningdek, u loyihaning ikkinchi bosqichi uchun imzolash marosimini aprel oyining birinchi haftasida o'tkazish imkoniyatini ko'rib chiqishni taklif qildi.

Janob Makhkamov birinchi bosqichning amalga oshirilishi va ikkinchi bosqichning boshlanishi davomida barcha manfaatdor tomonlar hamkorligi uchun samimiy minnatdorchilik bildirdi. Yakuniy so'zida u o'tgan yutuqlarga tayanib, loyihaning keyingi bosqichida davlat xizmatlarining sifati va ulardan foydalanish imkoniyatlarini yanada oshirish maqsadida doimiy hamkorlikni davom ettirishga qat'iy bel bog'laganini yana bir bor ta'kidladi.

QABUL QILINGAN QARORLAR
Mahalliy Loyihani Baholash Qo'mitasi Yig'ilishi (MLBQY)
"O'zbekistonda Davlat Xizmatlari Ko'rsatishni Yanada Takomillashtirish"
Toshkent, 2025-yil 19-mart

Yig'ilish natijalariga ko'ra, Mahalliy Loyihani Baholash Qo'mitasi quyidagi qarorlarni qabul qildi:

1. Loyihaning dizayn bosqichidagi sifat nazorati bahosini "Qoniqarli" deb tasdiqlash.
2. Loyiha rahbariga loyiha hujjati va BMTTD va O'zbekiston Respublikasi Adliya vazirligi o'rtasida BMTTDning "O'zbekistonda davlat xizmatlari ko'rsatishni yanada takomillashtirish" loyihasining (loyiha ID 01003222) xizmatlarini ko'rsatish bo'yicha namunaviy kelishuv xatini tasdiqlash uchun taqdim etish topshiriladi
3. 2025-yil yanvar-dekabr davri uchun batafsil yillik faoliyat rejasi va byudjetni ishlab chiqish hamda ko'rib chiqish va keyinchalik tasdiqlash uchun O'zbekiston Respublikasi Adliya vazirligi va BMTTDga taqdim etish.
4. Loyihani rahbariga loyiha xodimlarini ishga qabul qilish jarayonini boshlash vazifasini yuklash.
5. Loyihaga 2025-yil 26-martgacha Loyiha Kengashi yig'ilishi bayonnomasi va qarorini tayyorlash hamda (MLBQY) yig'ilishi barcha ishtirokchilariga ko'rib chiqish va keyinchalik tasdiqlash uchun yuborish vazifasini yuklash.
6. MLBQY yig'ilishi ishtirokchilaridan yig'ilish bayonnomasi va qarorining loyihasini olgandan keyin 3 kun ichida o'z fikr-mulohazalarini taqdim etish so'raladi.

Ilovalar:

1. Loyiha dizaynining taqdimoti.
2. Standart kelishuv xati.

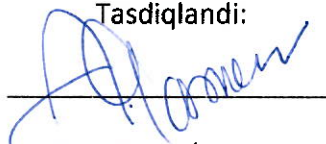
Tasdiqlandi:



Eldor Mahkamov

O'zbekiston Respublikasi Adliya vazirligi
Davlat xizmatlari departamenti rahbari

Tasdiqlandi:



Anas Fayyad Qarman

BMT Taraqqiyot Dasturining O'zbekistondagi
doimiy vakili o'rinbosari

Bayonnomani
tayyorladi:

Bunyod Avliyokulov, BMTTD O'zbekiston, Samarali
boshqaruv bo'yicha dastur tahlilchisi

