



Analysis of Public Services Delivery (PSD) System to identify baselines for the development of the long-term strategy for PSD System in Uzbekistan till 2025

Activity 1 – Analytical information based on the results of studying and conducting a comprehensive analysis of the current state of the public services delivery system and the results of studying international experience

Final Report

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List of abbreviations

Abbreviation	Expansion
API	Application programming interface
SOA	Service-oriented architecture
PEST	Political & Legal, Economic, Social, Technological
SWOT	Strength, Weakness, Opportunities, Threats
PSD	Public Services Delivery
PSA	Public Services Agency
PSC	Public Services Centers
SPIPS	Single Portal for Interactive Public Services
MITC	Ministry for Development of Information Technologies and Communications of the Republic of Uzbekistan
Minconstruction	Ministry of Construction
Cadastral agency	Cadastral agency under the State Tax Committee
RACI	Responsible, Accountable, Consulted, Informed
KPI	Key Performance Indicator
NDA	Non-Disclosure Agreement
UDR	Urban development rules and regulations
ICT	Information and communications technology
UN	United Nations
UNDP	United Nations Development Program
WB	World Bank
EBRD	European Bank for Reconstruction and Development
ADB	Asian Development Bank
EEU	Eurasian Economic Union
DP	Decree of the President
RP	Resolution of the President
RCM	Resolution of the Cabinet of Ministers

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1 Introduction

This document has been designed to analyse current state of the Public Services Delivery (PSD) System to identify baselines for the development of the long-term strategy for PSD System in Uzbekistan till 2025 as a part of the Activity 1 (out of 5) in the engagement. The analysis presented in this report cater to the following:

1. effectiveness of the system of public services
2. analysis of the institutional environment and global development trends in public services
3. SWOT and PEST analysis
4. identification of key activities undertaken at the international, regional, national and local levels
5. analysis of the opportunities and risks of developing a system of public services in modern socio-economic conditions
6. analysis of the structure of documents regulating the procedure for the provision of public services
7. assessing the quality of the Customers' feedback system
8. vulnerable groups' access to the public services
9. front and back offices management improvement
10. monitoring mechanisms improvement
11. international benchmarking

The scope of work and the upcoming stages can be seen in the table below

Table 1: Activities and stages of the engagement

No	Activity (As per the ToR)	Description	Timeline
1	Activity 1	Analytical information based on the results of studying and conducting a comprehensive analysis of the current state of the public services delivery system and the results of studying international experience	January-March
2	Activity 2	Draft Strategy	Planned during April-June
3	Activity 3	Draft roadmap (action plan) for implementation of the Strategy	
4	Activity 4	Final version of the draft Strategy and the roadmap (action plan) for implementation of the Strategy	
5	Activity 5	Development of a draft normative legal act on the approval of the Strategy and the roadmap (action plan) for implementation of the Strategy	

The analysis presented in this report is of prime importance as these findings form the basis for the way forward for the engagement including the preparation of the long-term strategy and implementation road map which shall be prepared in the upcoming stages of the engagement in Activities 2, 3 and 4 respectively.

1.1 Document Structure

The table below represents the general structure of the report for the purpose of ease of navigation and reference and thereby assess the completeness and exhaustiveness of all the key topics in accordance with the Terms of Reference.

Table 2: Structure of the report

№	Scope of Work (as per the Terms of Reference)	Reference in the report		
		Section Name	Page No.	Snapshot of the section
1	Development of a system of goals, objectives, targets and indicators for assessing the effectiveness of the system of public services, taking into account the real needs of the population and business entities	Strategic Goal – Happy end user – monitoring the journey from beginning to end	76	<ol style="list-style-type: none"> 1. Strategic goals and objectives have been developed based on the current assessment which considers the on-ground issues and real needs of the people and analysis of strategic programs undertaken at different levels. 2. Our strategic objectives design incorporates the need for target indicators (KPIs) for an effective monitoring of the services to ensure an enhanced user experience.
2	Analysis of the institutional environment and global development trends in public services	Global development trends in public services	60	<ol style="list-style-type: none"> 1. Institutional and development trends in public sector in Denmark, South Korea and Kazakhstan are elaborated in the section.
3	Analysis of internal and external factors affecting the development of public services using SWOT and PEST analysis, followed by sorting the factors by importance, identifying the most important and determining the areas of development of the provision of public services ranked by importance	SWOT and PEST Analysis	53	<ol style="list-style-type: none"> 1. The Section caters to both internal and external factors that affect development of public services in Uzbekistan. 2. The SWOT analysis presented in this section is based on the information gathered during the site visits conducted at various PSCs, consultation with relevant stakeholders in PSA, PSC and other Government entities and even end users such as public and legal entities. 3. The presented PEST analysis identified key issues that have impact on the Agency, their risk of occurrence, possible mitigation mechanisms and ranked them based on their impact on Public Service.
4	Identification of key (multiplying) activities undertaken at the international, regional, national and local levels with ranking of goals by importance with a comparative assessment of the impact of	Assessment of existing strategic activities	71	<ol style="list-style-type: none"> 1. Strategic activities (at various levels such as International, Regional, National and Local) of relevance and importance have been identified based on our interactions with PSA, and their objectives have been prioritized considering their direct impact on Public Service Delivery System.

№	Scope of Work (as per the Terms of Reference)	Reference in the report		
		Section Name	Page No.	Snapshot of the section
	local goals on achieving the main goals of the Strategy			<ol style="list-style-type: none"> 2. These objectives have been considered while developing the Strategic Goals and Objectives. 3. Detailed analysis is presented in Annexes separately.
5	Analysis of the opportunities and risks of developing a system of public services in modern socio-economic conditions;	Key risks and mitigations	82	<ol style="list-style-type: none"> 1. Risks and corresponding mitigation steps are divided into four main categories: technological, funding, capacity-building and legal.
6	Analysis of the structure of documents regulating the procedure for the provision of public services, taking into account the specifics of the Customer's activities and the study of the actual implementation of existing requirements of normative legal acts adopted in the provision of public services	Current state assessment of shortlisted services	29	<ol style="list-style-type: none"> 1. Regulatory and legal analysis has been performed for the Public Services Agency and for the three processes shortlisted. 2. An inventory of all the legal documents analysed are included as part of the Annexure to demonstrate the exhaustiveness.
7	Improving mechanisms for enhancing the quality of public services and assessing the quality of the applied feedback system with users of services	Strategic Goal – Happy end user – monitoring the journey from beginning to end	76	<ol style="list-style-type: none"> 1. Based on various stakeholder interactions including end users and legal entities, site visits and data analysis, improvement opportunities were identified and elaborated. 2. These opportunities have been used for preparing the strategic goals and objectives and elaborated in this section.
8	Consideration of the access of the population to public services and improvement of their quality, for residents of rural areas, including vulnerable groups such as women, youth and children, the elderly and people with disabilities	<p>Key observations from the site visits</p> <p>Current state assessment of shortlisted services</p>	<p>23</p> <p>29</p>	<ol style="list-style-type: none"> 1. The current state assessments catering to the quality, accessibility, infrastructure for residents in rural areas including the vulnerable group were performed through our site visits. 2. Based on these end user feedbacks on the issues they face, areas for improvement were collected and further navigated in improvement opportunities.

№	Scope of Work (as per the Terms of Reference)	Reference in the report		
		Section Name	Page No.	Snapshot of the section
9	Improving the management of public services in front and back offices (PSC, organizations and departments providing public services)	Strategic Goal – Happy end user – monitoring the journey from beginning to end Current state assessment of shortlisted services	76	<ol style="list-style-type: none"> 1. Based on various stakeholder interactions including end users and legal entities, site visits and data analysis, improvement opportunities were identified and elaborated. 2. These opportunities have been used for preparing the strategic goals and objectives. 3. Front and back offices overview and their improvements are covered in both sections.
10	Improvement of monitoring mechanisms for the provision of public services		29	
11	The possibility of introducing international experience	The possibility of introducing international experience	63	<ol style="list-style-type: none"> 1. Based on our assessment of international benchmarking for Denmark, South Korea and Kazakhstan, opportunities for implementing in Uzbekistan have been considered.

1.2 Our approach and logical framework for improving the Public Delivery System in Uzbekistan

Figure 1: Approach and logical framework for the engagement



This approach has been designed giving prime importance to the end user and thereby develop the strategy based on a **'happy end user concept'**. Hence, providing an enhanced user experience meets the overall objective of the engagement which is to improve the overall quality of the Public Service Delivery (PSD) System in Uzbekistan.

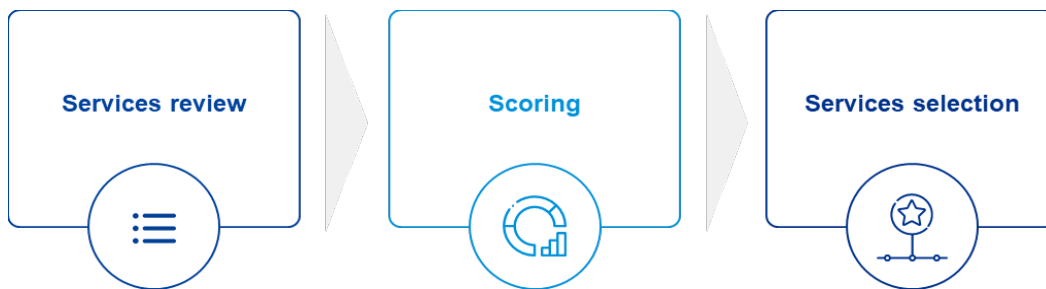
1.3 Shortlist of services

Per the contracted scope of work, the current state assessment caters to analysis of three services, one from three government entities provided by the Client based on the email dated December 3, 2020. The list of entities is presented below:

1. Ministry of Construction,
2. Cadastral Agency under the State Tax Committee,
3. Ministry of Information Technology and Communication.

In order to ensure that improvement of these services has a cascading effect on all the above-mentioned government entities, a tried and tested approach to services shortlisting has been designed. Details are covered in the subsequent sections.

Figure 2: Services selection approach



1.3.1 Services review

Services review cover the following steps:

1. Formation of the exhaustive list of services provided by the Agency i.e. 154 services¹.
2. Determination of the list of top-20 services by the number of requests for further analysis.

The Cadastral Agency and the Ministry of Construction cater to about 33%² of total rejected applications, which indicates their importance for services improvement. The Ministry for Development of Information Technologies and Communications, being the main provider of IT infrastructure, is also short-listed.

1.3.2 Scoring

A matrix was developed for scoring services with the determination of the weighting criteria characterizing the main aspects of the provision of services. The criteria were selected in accordance with the objectives of the project. Each criterion is considered below:

1. **Availability of service** criterion is designed to identify any issues related to service delivery opportunity. In other words, determine and give high rank for services which are not accessible for all people no matter where they apply, e.g. from city, town or rural area.
2. **Number of requests** criterion is designed to identify the most demanded services. If a service has a high demand rate, it is to be delivered in an efficient way. Thus, its pain points should be analysed first.
3. **Percentage of overdue requests** criterion is designed to identify and rank services which are not provided in due course, signalling that there might be potential areas for improvement.

¹<https://davxizmat.uz/ru>

² KPMG analysis based on the data provided by PSA

4. **Socio-economic impact** criterion is designed to identify and rank services for which vulnerable groups of the population refer. Such approach enables improving the quality of life of vulnerable segments of the population.
5. **Digital process** criterion is designed to identify and rank those services which are not digitized yet, meaning that they cannot be obtained online. When a service is not digitized, it automatically makes it more time-consuming, and, thus, underlying reasons of its online absence need to be analysed.
6. **Legal changes** criterion is designed to identify and rank those services provision of which might require legal changes.

Figure 3: Scoring mechanism

	Criteria	0	0.5	1	Weights
01	Coverage	Available everywhere	Available in towns	Not available in rural areas	15%
02	Quantity	<10K	10K - 100K	>100K	25%
03	Share of overdue requests	<10%	20-30%	>30%	25%
04	Socio-economic impact	Does not target vulnerable and not in line with the country's strategy	Targets vulnerable ¹ or in line with the country's strategy	Targets vulnerable ¹ and in line with the country's strategy	10%
05	Digital process	Yes	Partially	No	15%
06	Legal changes	Does not require	Partially	Required	10%

Note: (1) vulnerable groups include women, youth and children, the elderly and disabled

1.3.3 Services selection

All services of the short-listed entities are scored using scoring mechanism described above. As a result, three services, one for each entity, scoring the highest points are considered as key ones and chosen for further analysis.

Key services are the following:

1. **Ministry of Construction – Service 1. The commissioning of completed construction (reconstruction) facilities**
2. **Ministry for Development of Information Technologies and Communications – Service 2. Provision of license to a network service provider without the right to create its own network**
3. **Cadastral Agency – Service 3. Application of State registration of rights to real estate**

The improvement of these shortlisted services will potentially have an impact on a larger scale, influencing other services and thereby improving the overall quality of the public service system. The applied scoring mechanism with detailed calculation is presented in the Annexure - Scoring mechanism and its calculation for identifying three key services.

2 Current state assessment of Public Service Delivery

2.1 Introduction to the current state of Public Service Delivery in Uzbekistan

This Section of the report caters to the analysis of the institutional environment of providing public services in Uzbekistan, while the global development trends in public services shall be covered in Section 5 - Global development trends in public services where countries such as Kazakhstan, Denmark and South Korea have been assessed extensively.

Since 2017, Uzbekistan has been consistently upgrading its system of public services provision, which contributes to improving the quality of life of the population, the investment climate, business environment and business development, as well as effectively addressing key social and economic development issues.

According to the decision of the Ministry of Justice and National Agency of Project Management under the President of the Republic of Uzbekistan dated September 13, 2019 №3181 "On approval of the unified register of public services", a total of 716 public services are provided in the Republic of Uzbekistan.

Applications are submitted through a Single Portal for Interactive Public Services³ (hereinafter the SPIPS, my.gov.uz), Ministries or through visits to the Public Service Centers⁴. Integration with the Committee of Statistics and other agencies is implemented as part of the optimisation of the process of submission of services, however, application processing is made through the own information systems and databases of state bodies and other organizations in the sphere of provision of state services. In case of lack of such information systems applications are processed through the SPIPS personal cabinet⁵.

COVID-19 pandemic significantly increased demand for online public services provided through the SPIPS. However, the analysis of public services revealed several problems, barriers and difficulties that prevent individuals and legal entities from receiving public services fully online.

In the subsequent sections of the report the following assessments have been elaborated:

1. Assessment of the current state of the PSA with preliminary challenges identified
2. Key findings based on our site visits of the PSCs in both urban and rural areas and assessment of the end user feedbacks including vulnerable category of people, assessment of the data/information shared by the PSA, primary interactions with various stakeholders
3. Detailed assessment of the current state of the three shortlisted processes and identification of areas for improvement categorized into operations and processes (through online and offline process flow mappings), technology, and legal aspects
4. SWOT and PEST Analysis
5. Design of the Strategic Goals and Objectives catering to the improvement mechanisms.

³ Based on Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 728 of 15 September 2017

⁴ Based on Decree of the President of the Republic of Uzbekistan No. DP 5278 of 12 December 2017

⁵ According interview with Ministries

Table 3: Current state assessment for Public Service Agency

Criteria	Current situation	Preliminary challenges identified
<p>Strategy (goals & objectives)</p>	<p>Main objectives of the Agency include:</p> <ol style="list-style-type: none"> 1. Implementation of a unified state policy in the field of providing public services to individuals and legal entities; 2. Improving the procedure for the provision of public services by eliminating redundant administrative procedures, as well as creating electronic databases and developing interdepartmental electronic interaction; 3. Formation of the Unified Register of Public Services, coordination of activities of the government bodies and other organizations in this area; 4. Participation in the development of unified approaches to the design, development, implementation and integration of information systems, resources and databases used in the provision of public services; 5. Monitoring and evaluating the effectiveness of the activities of state bodies and other organizations in the provision of public services, including the implementation of relevant information systems, resources and databases; 6. Organizing the introduction of innovative forms and methods of providing public services, developing proposals for improving legislation and law enforcement practice in this area. 	<p>Based on our assessment of the information shared by PSA and gathered through stakeholder interactions and meetings the following are observed:</p> <ol style="list-style-type: none"> 1. Absence of a clear long-term strategy which defines ‘to-be’ model, key strategic and improvement initiatives, implementation roadmap, stakeholder matrix, etc. poses a potential risk in meeting key objectives of the Agency; 2. Limited availability of annual business plans that prioritize all the above-mentioned strategic initiatives in a yearly manner poses risks of insufficient allocation of Agency’s resources, such as human, capital and financial resources; 3. Monitoring and evaluation of the effectiveness of state bodies and other public services organizations, including the implementation of relevant information systems, resources and databases, are not performed in accordance with the goals set.⁶

⁶ Based on interview with PSA and lack of KPIs aimed at effectiveness of state bodies and other public services organizations

Criteria	Current situation	Preliminary challenges identified
Funding	<ol style="list-style-type: none"> 1. Since December 2017 the Agency is funded through: <ol style="list-style-type: none"> a. State budget b. 100% of total fee for state registration of business entities, and 20% of total fee for providing services through PSCs c. 10% of total fee for providing services through SPIPS 	<ol style="list-style-type: none"> 1. The Agency is planning to be self-sufficient, but a thorough budget plan should be put in place by the Agency to assess whether the funds received from providing services are sufficient⁷. 2. In addition, the Agency should decide whether an attraction of donor funds could be considered as an alternative option.
Technology	<ol style="list-style-type: none"> 1. A single component⁸ for applying for a public service has been implemented for both the public and the PSA operators. 2. Versions for the visually impaired - video instructions for receiving a public service have been implemented on the portal. 3. Statistics on issued public services is available on the portal. 4. A personal cabinet has been implemented. 5. A strictly defined structure of a passport for public services is implemented. 6. Useful links are provided with transition to a necessary section. 	<p>Based on the KPMG's assessment of the SPIPS, from the primary interactions the following can be observed:</p> <ol style="list-style-type: none"> 1. There are no approaches to optimize the requested information; there is duplication of work, functionality and responsibility between different state authorities. At many stages of the process there is an organizational duplication of the activity of PSA, SPIPS, Mininfocom, eGovernment center in terms of selecting public services for optimization and automation, monitoring the provision of public services. 2. There is no integration with information systems of government agencies: data stored in one government system is requested from consumers when they want to use that data to obtain another service from another government system because of no integration between the two. 3. There is no implementation of standard normative-reference information (gender, citizen's status, etc.). 4. Contents of public services passport do not include a list of required documents and a format in which they should be submitted (look Picture 56). 5. Lack of clarity of the required documents and their formats makes it difficult to submit an application.

⁷ Based on interview with PSA

⁸ MyGov and PSA operators are implemented by a single information system

Criteria	Current situation	Preliminary challenges identified
		<p>6. Pursuant to the Resolution No. 4699 dated 28.04.2020 of the President of the Republic of Uzbekistan "On measures to widely introduce the digital economy and electronic government", the e-government architecture only includes a list of components without description of the data flow.</p> <p>7. Interviews revealed that the cross-industry integration platform does not have a reservation system, and therefore there is a risk of data loss.</p> <p>8. The information systems are developed in-house or as an industrial solution whose source codes have not been transferred. There are no established requirements for the interaction between governmental and non-governmental information systems.</p> <p>9. There are no approved requirements for server equipment and the premises in which this equipment is located. Reporting and disaster recovery policies are required.</p>
Organizational structure	<ol style="list-style-type: none"> 1. Accountable to the Ministry of Justice of the Republic of Uzbekistan. 2. The organizational structure for PSA is as follows: <ol style="list-style-type: none"> a. Central office in Tashkent has 61 employees; b. Regional offices have 11-14 employees each; c. Each of the 14 regions have several Public Services Centres (PSCs)⁹ with 2-17 employees (in total there are 203¹⁰ centers and 2 branches in Karakalpakstan); 	<p>In the course of meetings and interactions with the PSA the following was observed:</p> <ol style="list-style-type: none"> 1. The current reporting mechanism limits the Agency's authority over the relevant state bodies, for example, over other Ministries with regards to implementing and monitoring of KPIs to ensure all the entities are well within the stipulated service standards (e.g. service timelines). 2. Cases of rejected applications were noticed when the documents submitted by the end user for an application were scanned incorrectly by the PSA's staff members, indicating limited

⁹ Source: PSA website - <https://davxizmat.uz/ru/menu/tarkibiy-tuzilma-chizmasi>

¹⁰ Source: PSA website - <https://davxizmat.uz/uz/map> (Andijan Region - 16 centres, Karakalpakstan – 17, Bukhara Region – 13, Jizzakh Region – 13, Kashkadarya Region – 15, Namangan Region – 12, Navoi Region – 11, Samarqand Region – 16, Surxondaryo Region – 15, Sirdarya Region – 11, Tashkent – 12, Tashkent Region – 22, Fergana Region – 18, Xorazm Region – 12)

Criteria	Current situation	Preliminary challenges identified
	<p>d. The total number of employees is 2,848, including 745 employees in the office of the Registrar¹¹.</p> <p>3. In order to cater to remote areas such as villages, mobile vans with the PSCs are available.</p>	<p>awareness and knowledge in the Standard Operating Procedures for processing the application and thereby leading to an increase in rate of rejection and poor end user experience (see Figure 64).</p> <p>3. The lack of structured and mandatory trainings availability limits the awareness of the personnel and thereby poses a risk in providing quality services. This scenario might potentially limit the Agency's capability in conducting its desired activities and being withing the service standards.</p>
<p>Processes and Procedures</p>	<p>1. Limited availability of clear initiatives and implementation road maps in process optimization in the future. Optimization is initiated from above (by orders) or based on the feedback received from end users.</p> <p>2. Currently, only 5 KPIs are being implemented on March 2021 (see Figure 4) to monitor customer satisfaction. However, the methodology and guidelines on how to assess the proposed criteria need to be developed.</p>	<p>Based on our assessment of the information shared by PSA and gathered through end user / stakeholder interactions and meetings the following were observed -</p> <p>1. The processes are not customer-centric and unoptimized. For example:</p> <ul style="list-style-type: none"> a. Low capacity (5 mb) for uploading scanned documents into the system for the services offered by the Ministry of Construction (see Figure 59); b. Limited provision on the reason for rejection of the application by the Ministry leading to potential cases when then end user repeats the same error during application submission (see Figure 57, Figure 58). <p>2. Unavailability of clear stakeholder mapping for example, RACI matrix¹² for the Agency resulting in limited project implementation capabilities.</p>

¹¹ Based on interview with PSA

¹² The RACI matrix is a responsibility assignment chart that maps tasks and assigns roles and responsibilities. It stands for Responsible, Accountable, Consulted and Informed. This tool typically allows better tracking during implementations of the activities assigned

Criteria	Current situation	Preliminary challenges identified
		<p>3. Limited direct interaction through inability for tracking and monitoring KPIs, e.g. application processing time is not tracked and monitored with other relevant Ministries potentially leading to delays.</p> <p>4. In addition to the 5 KPIs that are being implemented, other KPIs that are under various stages of development are not provided by the Agency to KPMG for assessment. In addition, KPIs are not shared with other Ministries meaning that the relevant Ministries cannot assess the work of the Agency and vice versa (see Figure 4).</p>
<p>Legal Aspects</p>	<p>Lack of a single regulatory legal act regulating relations arising in connection with the provision of public services, defining the entire system and structure of public services (principles of provision of public services, rights and obligations of recipients of services and authorized state bodies, requirements for administrative regulations and organization of the provision of services and other questions).</p>	<p>1. Lack of a single regulatory legal act in the form of a law regulating all issues arising in connection with the provision of public services. Such laws were adopted in Russia "On the organization of the provision of state and municipal services" dated July 27, 2010 N210-FZ and Kazakhstan dated April 15, 2013 No. 88-V "On state services". The adoption of such an act will make it possible to establish a unified approach to the provision of public services, to introduce uniform criteria in the organization of public services, to clearly delineate the powers of state bodies in the field of public services, to improve the procedures for the provision of public services, including those provided in electronic form, as well as to speed up the process of synchronization between government agencies.</p>

Figure 4: KPIs for Public Service Agency introduced in March 2021

Full Name of the Employee	Main aspects of activity in Public Service Centers (PSC)					Average Grade
	The pace and convenience of the services at the PSC for individuals and legal entities	The existence of complaints and dissatisfaction appeals from individuals and legal entities towards the actions of the employees of the PSC	The legitimacy and justification of the actions taken	The literacy and capacity of the employees of the PSC	The effectiveness of the cooperation between PSC and individuals or legal entities	
	0-10	0-10	0-10	0-10	0-10	0-10
	0-10	0-10	0-10	0-10	0-10	0-10
	0-10	0-10	0-10	0-10	0-10	0-10
	0-10	0-10	0-10	0-10	0-10	0-10
	0-10	0-10	0-10	0-10	0-10	0-10
	0-10	0-10	0-10	0-10	0-10	0-10
Total (Average)	0-10	0-10	0-10	0-10	0-10	0-10

2.2 Approach for current state assessment of Public Services Delivery

In order to assess the current state for the three processes identified in the section above, the following approach was applied – Public Service Centres in both rural and urban areas were visited, and end user surveys were conducted in which feedbacks were taken from various categories of population including the vulnerable category of people.

The site visits and end user surveys were conducted for assessing the following key aspects –

1. The current state of the quality of the public services provided to the end users to identify key gaps and thereby design improvement mechanisms for improving the quality of public services.
2. The access and current state of services for the population including residents of rural areas, vulnerable groups such as women, youth, children and elderly people with disabilities.
3. Current state of management of the front and back offices for the public services and thereby build opportunities for improvement.
4. Current level of monitoring of the public services for identify the gaps and thereby suggest improvement mechanisms.

Table 4: Details of the Public Service Centres visited during our current state assessments

No	District / City	Location Type	Region	Visit Date
1	PSC, Yunusabad District	Urban	Tashkent	14 -15 Dec 2020; 22 Jan 2021
2	PSC, Chilanazar District	Urban	Tashkent	25-26 Jan 2021
3	PSC, Khiva City	Urban	Khorezm	28 Jan 2021
4	PSC, Pakhtakor District	Rural	Jizzakh	19 Feb 2021
5	PSC, Sharaf Rashidov District	Rural	Jizzakh	19 Feb 2021
6	PSC, Akaltyn District	Rural	Sirdarya	19 Feb 2021

Figure 5: Map of site visits



2.2.1 Key observations from the site visits

Table 5 shows the key findings of the survey of the Centres¹³ and interviews with public service users.

Table 5: Key observations from the site visits

No	Parameters	Details	References / Sources
1	General operations	<ol style="list-style-type: none"> Multiple cases were observed when end users were re-directed to alternate counters as the personnel in the counter was unable to process the specific application type due to lack of expertise in processing the same¹⁴. This scenario was adding to the additional wait time for the end users Long queues leading to significant wait time for the end users were observed against counters especially in the peak hours of operations in PSCs in key cities in Urban areas such as in Yunusabad and Chilanzar Districts 	<ul style="list-style-type: none"> – Based on site visits – See Figure 52, – See Figure 53, – See Figure 54, – See Figure 55
2	Payment procedures	<ol style="list-style-type: none"> Payments can be made through – <ol style="list-style-type: none"> Online channels such as Click, PayMe - end users need to link their bank accounts with these application for successful cash transfers. However, while attempting to make payments by scanning the QR Code on the invoice, multiple instances were observed where the end user was unable to make a successful payment. Offline channel – end users can make their payments in cash at the Cashier¹⁵ desk or through any bank. Some of the PSCs have a branch of Orient Finance 	<ul style="list-style-type: none"> – Based on interactions with Center officials as a part of the site visits – Based on observation during site visits and end user interactions – See Figure 43 – See Figure 44

¹³ The list of Centers where observations were made is given in Table 4

¹⁴ During the site visits at PSCs in Yunusabad and Chilanzar District based on observations and end user feedbacks at least 5-10 such cases were noted in a span of about 2 hours

¹⁵ Representative of mailing agency O'zbekiston pochatasi

№	Parameters	Details	References / Sources
		<p>bank within its premises, however the user can choose to make this payment in any other bank as well. The surveyed Centers were observed to have branches of at least one bank in the near vicinity. During the site visits and end user interactions, delays in making payments were observed owing to Orient Finance Bank's system down issues.</p> <ol style="list-style-type: none"> 2. A confirmation regarding a successful payment is displayed in PSC's system within a minute while actual transfer of the paid amount may take up to one day. 3. The end user is notified with an SMS regarding the confirmation of the payment so that there is no delay in processing the application. 4. Not all Centers were observed to be equipped with ATMs that allow the end users to withdraw cash and pay for their services. 5. Though the Centers and key locations in the cities are in the process of being equipped with Self-Servicing Machines which have an option to make payments using any UZCard and print the invoice, however the same is yet to functionalize. 	
3	Infrastructure – General Aspects	<ol style="list-style-type: none"> 1. The Centers are equipped with monitors that display the token number and the counter number to which that token is assigned to direct the end users to their corresponding counter. 2. Each counter is equipped with a user experience evaluation tool; however, data on end user satisfaction is not being captured to evaluate the user experience. Implementation of this tool would be essential in assessing the overall end user satisfaction index which could be monitored as one of the KPIs at Center, Region and Country level. 3. The Centers have limited power back up infrastructure. During our interactions and site visits, especially in rural areas average power outage time recorded was about 30 mins in a week, however the Centers experience very long duration of power outages for about 4 hours during strong winds¹⁶ leading to potential inconvenience caused to the end users as some of them travel long distances to get their service processed. 4. Poor Internet speed in local area comparative to neighbouring and comparable countries such as Kazakhstan. Average internet speed¹⁷ in Uzbekistan is equal to 34.62 Mb/s, while in Kazakhstan it is 52.95 Mb/s. Poor Internet connection in remote areas according to coverage maps of 	<ul style="list-style-type: none"> – See Figure 41 – See Figure 42 – See Figure 43 – See Figure 44 – See Figure 45 – See Figure 60 – See Figure 61 – See Figure 62 – See Figure 63

¹⁶ At the time of survey on 19 February 2021 the wind speed of 20-25 km/hr was observed

¹⁷ According to Speedtest Global Index, <https://www.speedtest.net/global-index>

№	Parameters	Details	References / Sources
		<p>operators such as Beeline, Uztelecom and Ucell (see Figure 61, Figure 62, Figure 63)</p> <ol style="list-style-type: none"> 5. Some of the Centers are equipped with ATMs, Self-Servicing Machines and even desktops to aid the end users in receiving the service. 6. Based on our site visits, PSCs in the rural districts were found to have adequate number of counters for processing the application for the services, however in key cities such as Tashkent long queues were observed considering the large footfall of people visiting the center. 7. Basic facilities such as availability of drinking water was observed to be available in the Centers visited. 	
	<p>Infrastructure – Focusing on vulnerable category of people</p>	<ol style="list-style-type: none"> 1. Priority treatment for elderly or disabled category of people is not documented as a Standard Operating Procedure as dedicated counters or tokens are not available when such category of people visits the Center. However, as a cultural practice end user allow these categories of people to receive the services ahead of them 2. Mobile vans, one per each district (Mobile PSCs) are available for regular visits to Mahallas on Saturdays. They ply as per designated routes and schedules. PSC officials are equipped with laptops to provide service in remote locations and even carry a printer to provide invoices and receipts. The routes of the mobile vans are customizable and travel to locations requested by elderly and disabled. 3. PSCs in which the buildings are owned and operated by PSA have ramps to allow access to the disabled and the height of the counter desk is reasonable and convenient to access. <ol style="list-style-type: none"> a. The Centre in Yunusabad in Tashkent had no ramps for the disabled to access and the counters were positioned such that end users need to stand and process their application thereby again causing hindrance to the disabled and elderly citizens b. The Centre in Akaltyn District in Sirdarya has no available ramps for the disabled however, the building under construction addresses this issue 4. Other basic infrastructure facilities such as Lavatories for the disabled were found to be absent in the visited Centers. 	<ul style="list-style-type: none"> – See Figure 46 – See Figure 47 – See Figure 48 – See Figure 50 – See Figure 51
4	Accessibility	<ol style="list-style-type: none"> 1. During our site visits in rural areas it was learned that about 100 - 400¹⁸ people visit each Center per day and on an average about 5 - 9 counters were available to process the application. With an approximate observed processing time of 5 – 10 mins per applicant, the maximum utilization during 	<ul style="list-style-type: none"> – Based on observation during site visits and end user interactions – See Figure 52 – See Figure 53

¹⁸ Source – PSA, See Table 23

№	Parameters	Details	References / Sources
		<p>peak hours of operations is less than 93%¹⁹ which is reasonable. However, based on our site visits to PSCs in key cities in urban areas, long queues were observed against each counter</p> <p>2. During interactions²⁰ with end users regarding their accessibility towards the Center, no major concerns were expressed, however some of the end users had to travel about 20 – 30 kms to reach the Center while others commuted about 2-3 kms.</p>	<p>– See Figure 54 – See Figure 55</p>
5	People – Learning and development	<p>1. There is no structured or a systematic training program or calendar for the employees in PSCs as most of the trainings are conducted on ad-hoc basis with no mandatory participation requirement (for example there are weekly update meetings that happen on Zoom regarding newly introduced laws, services and decrees)</p> <p>2. Employees in the Center need to undergo a mandatory non-certificate training program²¹. This program envisages to assess the employee’s knowledge on legislation and procedures for providing services.</p> <p>3. Limited availability trainings for the new recruits on the subject matter knowledge in processing the services potentially leading to errors while processing and submitting necessary documents to Ministries.</p>	<p>– Based on interaction with Center officials as a part of site visits</p>

2.2.2 Voice of the end users

The survey was performed in January 2021 with an objective to examine current state assessment with provision of public services to develop hypothesis and recommendations to further improve system of public services. The survey was conducted among the public during their visit to PSCs and the questions catered to identification of the profile of respondent, to assess current state of public services, to collect feedback from end users. It may be noted that during our survey in order to ensure that the feedbacks are collected from all types of users (including vulnerable category of people), people within various age groups and level of employment were covered.

¹⁹ Calculated based on the following assumptions – maximum number of users per counter is about 44 and assuming maximum processing time of 10 minutes, total required time for processing is about 440 minutes (~7.4 Hours). Utilization of 93% calculated assuming effective operational hours of a counter to be at least 8 hours

²⁰ Based on the end user interactions from Centers in Sirdarya and Jizzakh regions

²¹ The program is expected to be implemented starting from 2021 onwards

Table 6: Analysis of the survey among end users

Age	Work ²²	Key feedback	Impact
<p>Age distribution</p>	<p>Employment status</p>	<p>Difficulties with obtaining information and providing feedback</p>	Medium
		<p>Lack of clear instructions and pre-requisites for starting the application</p>	Medium

Some of the key feedbacks for the questions are elaborated below –

Question: *What changes are needed to improve the efficiency of the agency of the public services?*

Feedback: End-users has limited understanding on list of documents required and instructions for processing the application. Hence demand in high skilled staff is high.

End-users also mentioned availability of limited channels for requesting information such as call-center and website (my.gov.uz) and lack in feedback provision, such as telegram-bot and complaint register, which force end-users to visit PSC in order to submit application without risk.

Figure 6: Citations from public

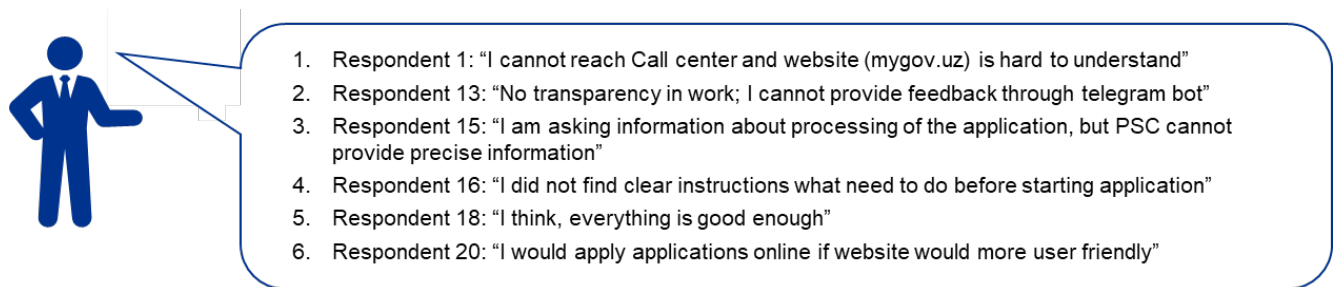
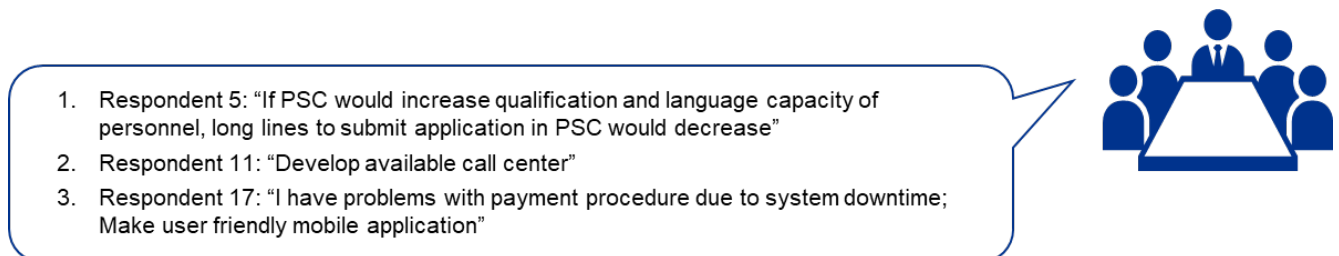


Figure 7: Citations from Legal entities and firms



²² Unemployed includes females who are homemakers

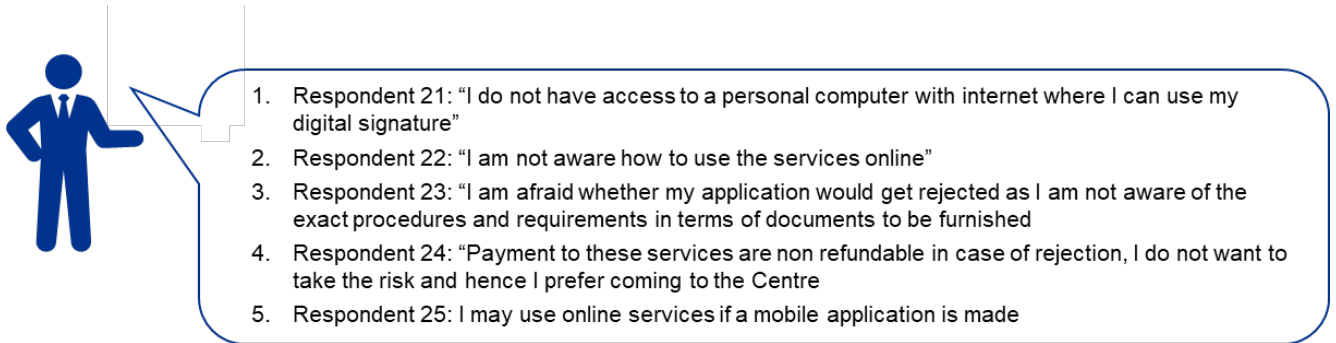
Question: *Why are you not using online services?*

Feedback: Many of the users do not have access to a desktop with internet especially in rural areas to use online services. Moreover, online services require digital signatures which cannot be transferred to any other device such as a mobile phone which has access to internet.

Some of the users indicated their unawareness regarding the usability of the services and absence of clear instructions in submitting exact documents in the prescribed formats.

Considering payments made to most services are non-refundable the end users prefer to visit the Centers to be risk averse.

Figure 8: Citations from public



3 Current state assessment of shortlisted services

This Section of the report caters to identifying the most important and determining the areas of development of the provision of public services.

Understanding of current condition of three processes with area of improvement and analysis of documents regulating the procedure for the provision of three public services was provided below. Assessment of current condition based on designing of process flow mapping and analysis of key criteria such as Process design²³, People, Technology, Regulatory and Legal and Assessment of the applications processed. Analysis of the structure of documents regulating the procedure for the provision of 3 public services, considering the specifics of the PSA's activities and the study of the actual implementation of existing requirements of normative legal acts adopted in the provision of this public services. Analysis of current state was conducted to identify internal and external factors affecting the development of public services. In next section of the report, identified factors would be ranked by importance using SWOT and PEST Analysis.

Description of shortlisted processes -

1. Service 1 - "The commissioning of completed construction (reconstruction) facilities" by Ministry of Construction;
2. Service 2 – "Provision of license to a network service provider without the right to create its own network" by Ministry for Development of Information Technologies and Communications;
3. Service 3 - "Application of State registration of rights to real estate" by Cadastral Agency.

3.1 Process flow mapping

Process flow mapping was conducted to understand current condition of providing service for above said processes. All steps for receiving services online (my.gov.uz) and offline (PSC) were designed to identify gaps and areas of improvement. Key challenges for further improvement are identified and further described in Section 3.2.

Main steps of offline process flows were analysed by site visits and interviews with PSC, Ministry and end users. The process begins with the preliminary visit at PSC and ends with the final feedback sent to the end user.

Online process flow for receiving public service was analysed through SPIPS (my.gov.uz) using electronic digital signature (EDS) which was further validated through site visits and collection feedback from end-users. The process begins with searching for the service in my.gov.uz and ends with the final feedback.

²³ "Design" describes how the process is built

3.1.1 Service 1 – The commissioning of completed construction (reconstruction) facilities

Process flow map has been designed based on the Resolution of the Cabinet of Ministers dated May 18, 2018 No. 370 and interview with Ministry of Construction.

Figure 9: Offline process flow mapping – The commissioning of completed construction (reconstruction) facilities

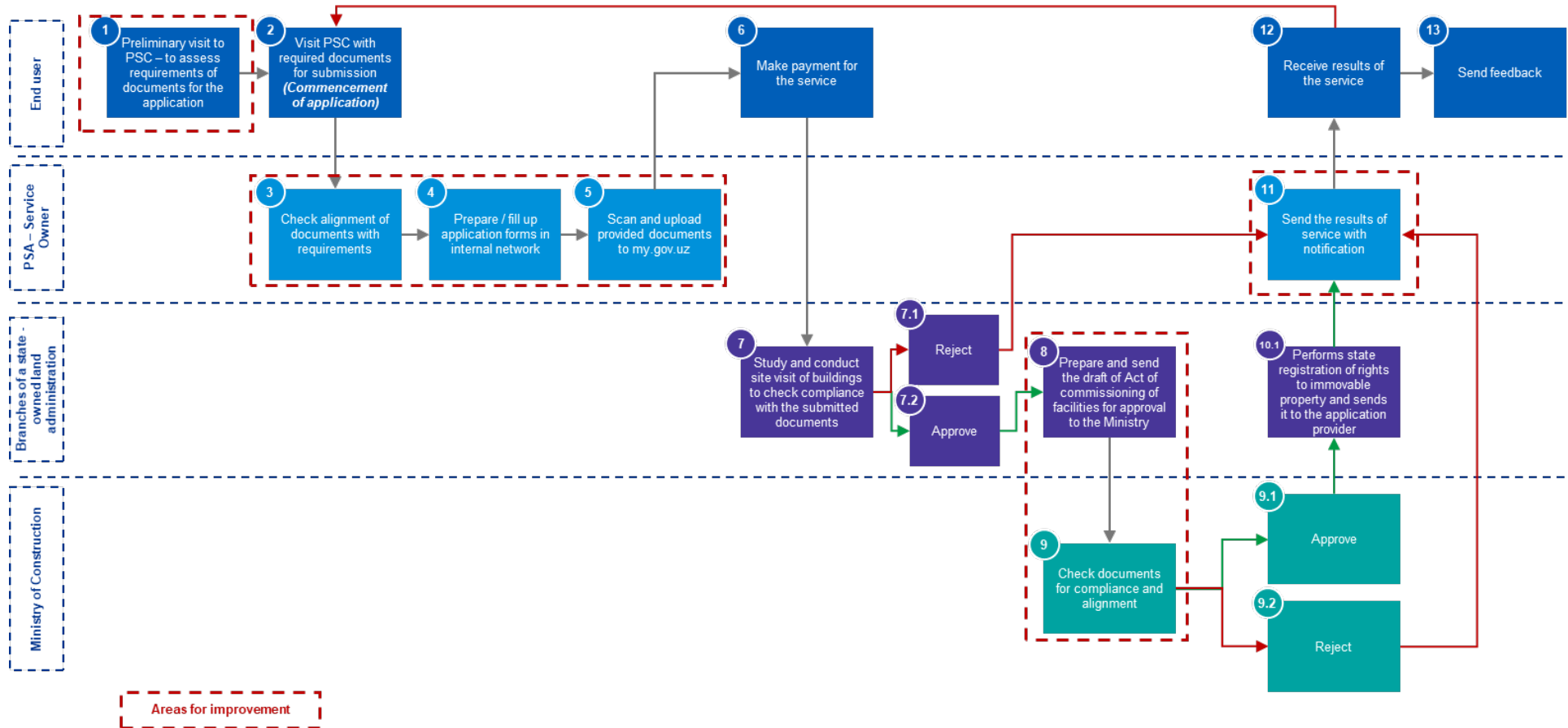
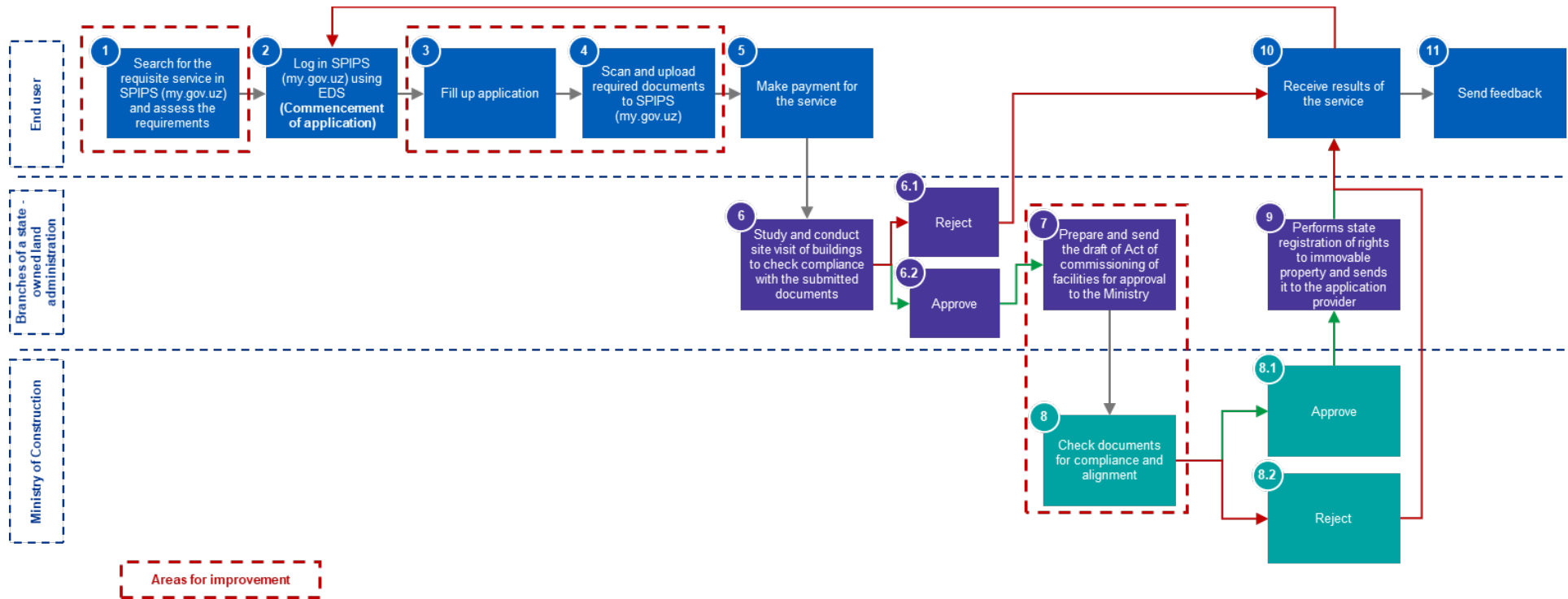


Figure 10: Online process flow mapping – The commissioning of completed construction (reconstruction) facilities



3.1.2 Service 2 – Provision of licence to a network service provider without the right to create its own network

Process flow mapping has been designed based on the Resolution of the Cabinet of Ministers dated November 22, 2000 No. 458 and interview with Ministry for Development of Information Technologies and Communications.

Figure 11: Offline process flow mapping – Provision of licence to a network service provider without the right to create its own network

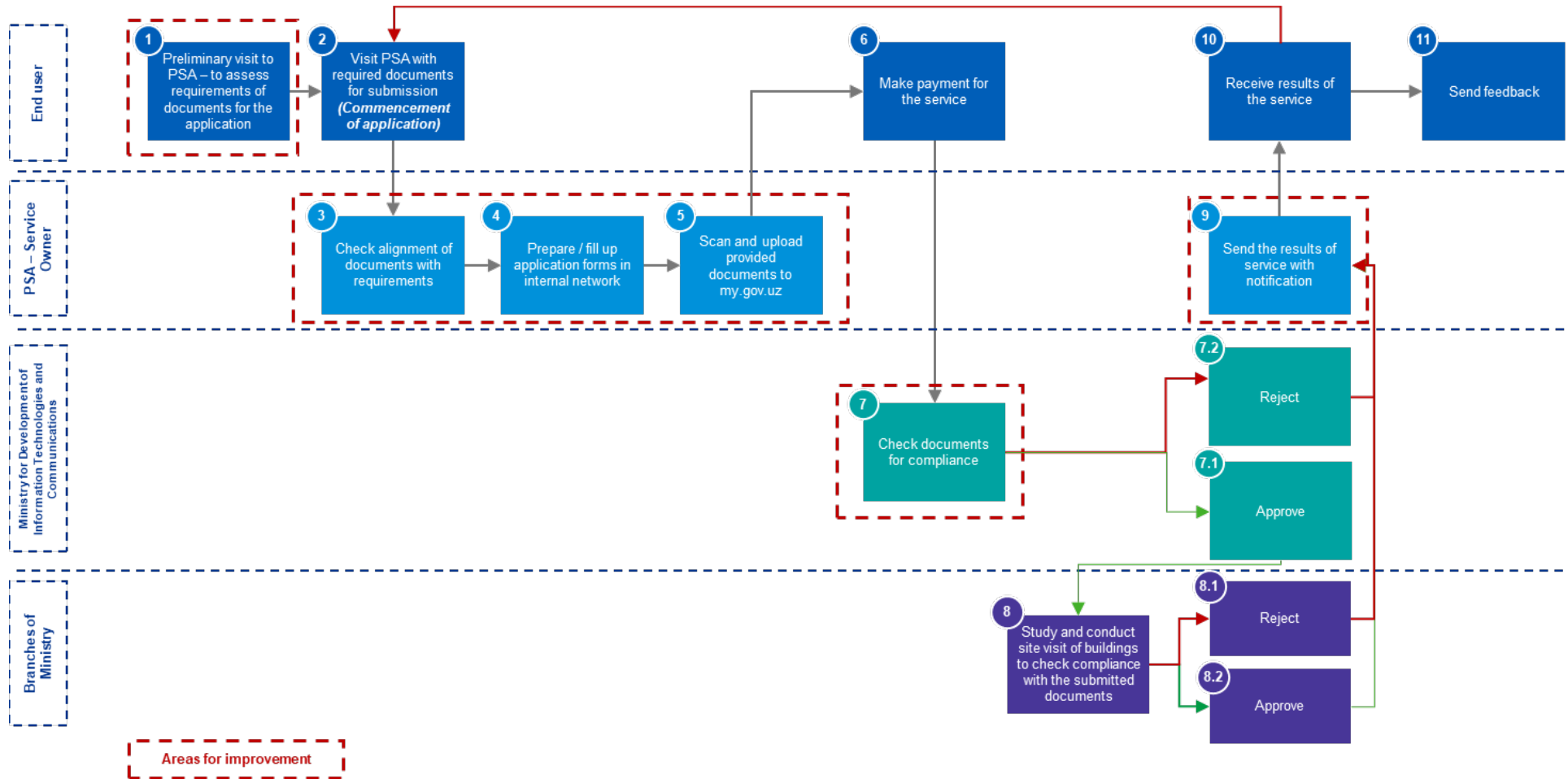
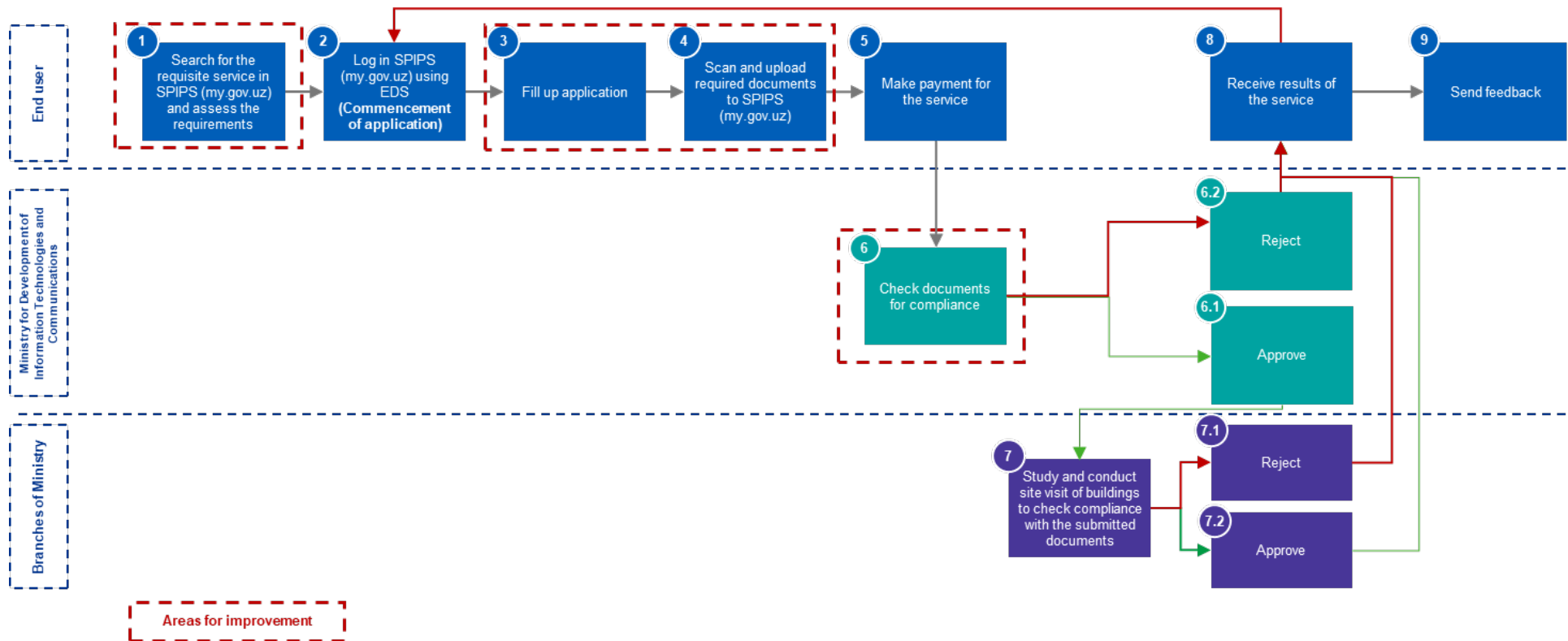


Figure 12: Online process flow mapping – Provision of licence to a network service provider without the right to create its own network



3.1.3 Service 3 – Application of State registration of rights to real estate

Process flow mapping has been designed based on the Resolution of the Cabinet of Ministers dated December 29, 2018 No. 1060 and interview with Cadastral Agency.

Figure 13: Offline process flow mapping - Application of State registration of rights to real estate

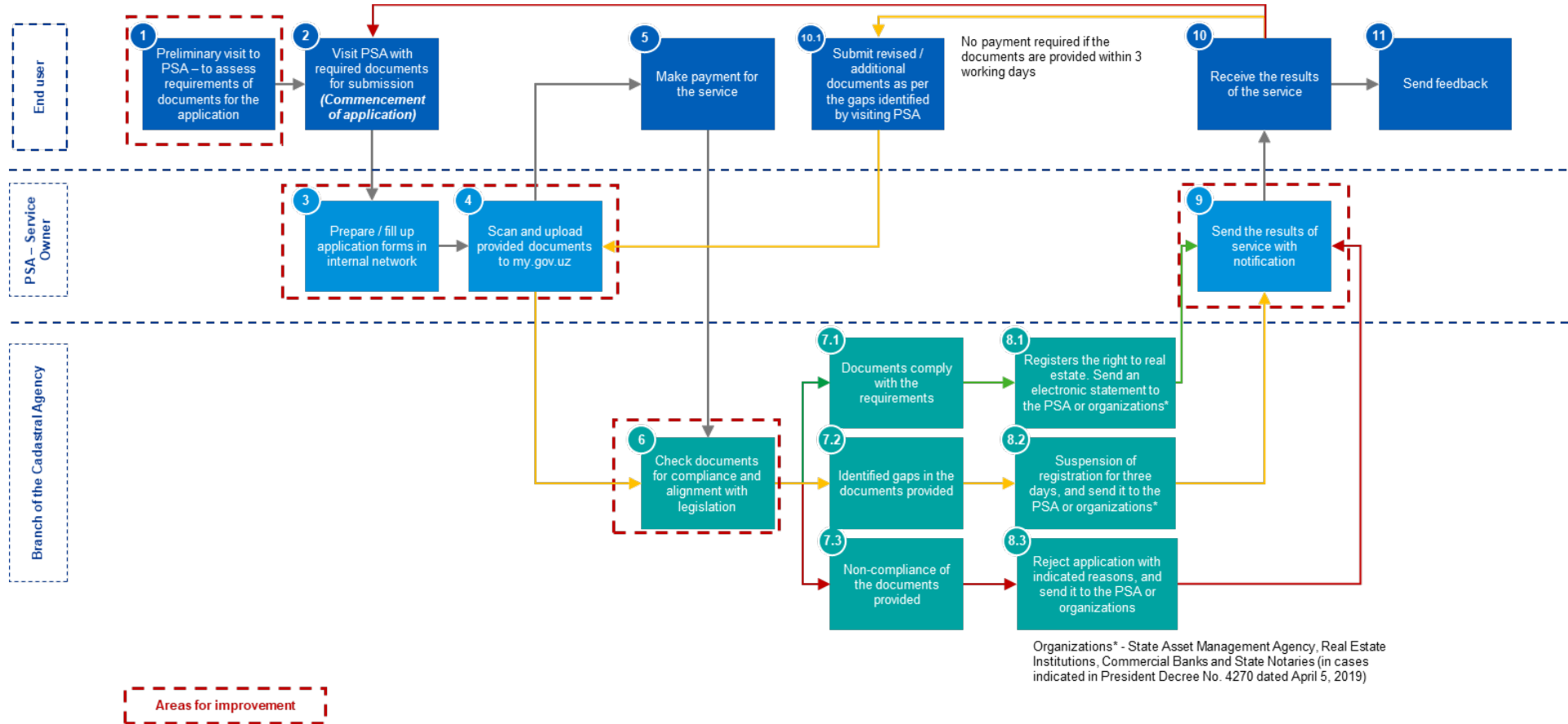
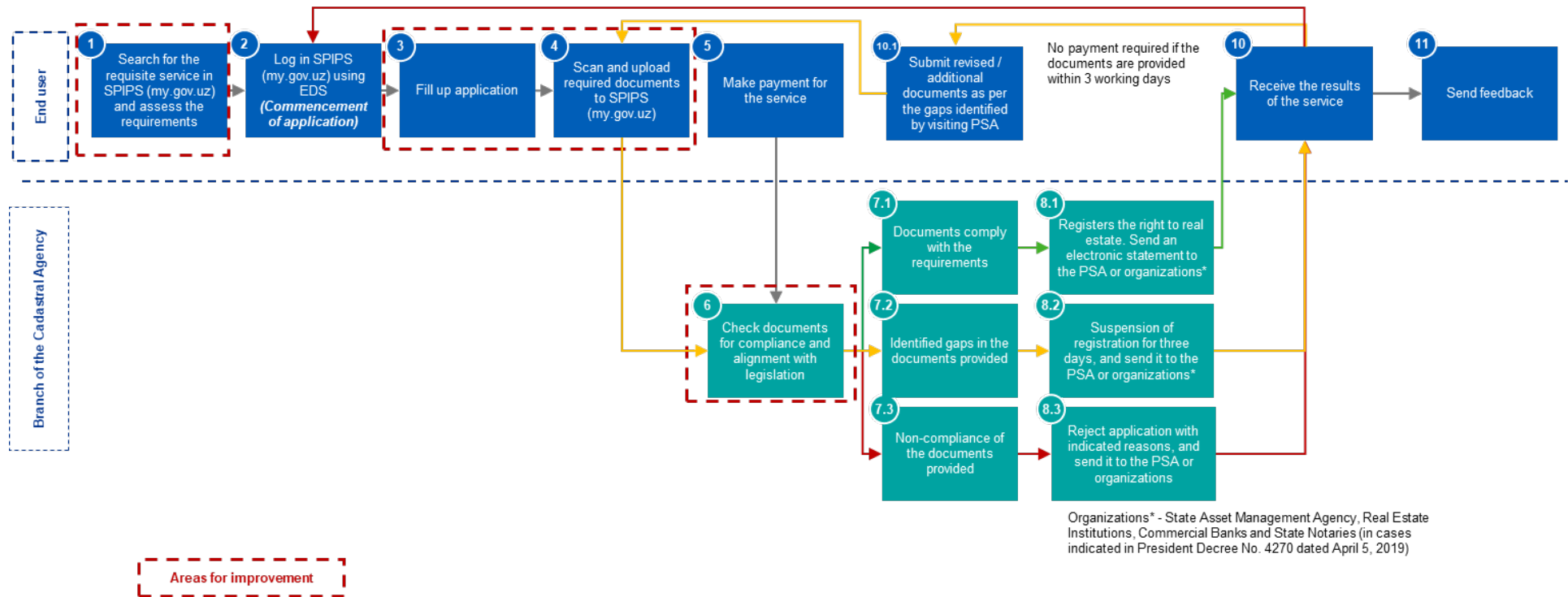


Figure 14: Online process flow mapping - Application of State registration of rights to real estate



3.2 Key challenges identified for further improvement

Shortlisted processes have critical issues to be resolved, including integrating systems, improving the institutional framework of public service delivery, centralized provision of services, optimize processes, strengthening strategic management tools and the necessary mechanisms to support these changes.

3.2.1 Process design

Current state assessment for shortlisted processes shall be covered in Section 8.2.

Identified key issues for above said 3 processes -

3.2.1.1 Accessibility of service

- a. During our site visits in rural areas it was learned that about 100 - 400 people visit each Center per day and on an average about 5 - 9 counters were available to process the application. With an approximate observed processing time of 5 – 10 Mins per applicant, the maximum utilization during peak hours of operations is less than 93%²⁴ which is reasonable. However, based on our site visits to PSCs in key cities in urban areas, long queues were observed against each counter (see Figure 52, Figure 53, Figure 54, Figure 55)
- b. Since the population is expected to grow, the number applications are also expected to rise significantly thereby needing a better accessibility to the services of PSC online to mitigate risk of overcrowding in PSC and poor end user experience. According to the data provided from PSA, only 33% of applications provided online to end users in 2020, hence there is significant potential for improving online services (see section 3.2.5)
- c. Poor Internet speed in local area comparative to neighbouring and comparable countries such as Kazakhstan. Average internet speed²⁵ in Uzbekistan is equal to 34.62 Mb/s, while in Kazakhstan it is 52.95 Mb/s. Poor Internet connection in remote areas according to coverage maps of operators such as Beeline, Uztelecom and Ucell. (see Figure 60, Figure 61, Figure 62, Figure 63)
- d. Low accessibility for people living in rural areas and for people with disabilities such as, bad Internet coverage, absence of sign language interpretation for the disabled, poorly developed egov.uz mobile app etc. (see Figure 60, Figure 61, Figure 62, Figure 63).

3.2.1.2 Operations and processes

- a. Limited awareness among the public on required documents due to poor description of service's passport. For example:
 - i. There are not clearly stated requirements for documents in service's passport from PSC even in the SPIPS (see Figure 56)
- b. Limited availability of prescribed standards / quality checks to ensure compliance of the documents uploaded leading to potential rejection of the applications owing to reasons such as poor clarity of the scanned documents, incorrect documents being uploaded etc. For example:
 - i. There is no back end automated system check on the document that is uploaded against the prescribed requirements to avoid any potential errors on correctness and compliance of the documents being uploaded²⁶

²⁴ Source and calculation method are elaborated in the Section - Approach for

²⁵ According to Speedtest Global Index, <https://www.speedtest.net/global-index>

²⁶ Source – Based on KPMG's observation during site visits at PSCs

- c. Front end counters are not segmented based on the line of service or on providing entities. Such a structure leads to limited awareness of the end to end process requirements for the front desk officers leading to re-direction of end user to different counters adding to additional wait times.
 - i. During site visits it was observed end users were often redirected to other counters²⁷
- d. Limited provision on the reason for rejection of the application by the Ministries leading to potential cases when then end user repeats the same error during application submission. For example:
 - i. Rejection notice from PSA (see Figure 57)
 - ii. Rejection notice from portal my.gov.uz (see Figure 58)
- e. Limited capacity for uploading documents, leading to potential rejection of the applications owing to reasons such as poor clarity of the scanned documents. For example:
 - i. Capacity for service of the commissioning of facility completed by construction (reconstruction) is 5 Mb (see Figure 59)

Based on current state assessment, high-level opportunities for improvement were identified and the impact of these opportunities on the end user experience (from Low to High) were assessed (Figure 15)

Figure 15: A deep dive of key opportunities identified for improvement – Process design

Process design		
S. No.	Opportunity	Impact on user experience
1	Unavailability of clear requirements of instructions and pre-requisites for starting the application	High
2	Limited availability and monitoring of KPIs for each of the entities involved in the process	High
3	Unavailability of provision of clear reasons for the rejection of the application	High
4	Each front end counter caters to provision of all the services with no segmentation (for example either by line of service or providing entities)	High
5	Unavailability of clear instructions to track and trace the progress of the application	Medium

3.2.2 People

- a. Inadequate number of personnel leading to longer application processing time especially in key city centers in urban areas.
 - i. According to survey, long queues to submit application in PSC were observed to be one of the key issues (see Figure 52, Figure 53, Figure 54, Figure 55)

²⁷ During the site visits at PSCs in Yunusabad and Chilanzar District based on observations and end user feedbacks at least 5-10 such cases were noted in a span of about 2 hours

- b. Lack of technical know-how of the entire processes by the front desk officer.
 - i. During site visits it was observed end users were often redirected to other counters²⁸
- c. High staff attrition leads to low number of experienced workers
 - i. It was observed during our site visits to PSCs and interview with PSA
- d. Based on current state assessment, high-level opportunities for improvement were identified and the impact of these opportunities on the end user experience (from Low to High) were assessed (Figure 16)

Figure 16: A deep dive of key opportunities identified for improvement - People

People		
S. No.	Opportunity	Impact on user experience
1	Inadequate number of personal	Medium
2	Limited technical know-how of the application processes	Medium
3	High staff turnover	Medium

3.2.3 Technology

3.2.3.1 General overview

In the UN E-government Index report published in 2020, Uzbekistan ranks 87 among the 193 countries in the world. According to the sub-index of implementation of online public services, the implementation rate of Stage 1 is high. Emerging information services (Emerging information services) is more than 90%, but the level of implementation of services based on electronic interaction is only 36%. Therefore, in the future recommendations, the focus will be on increasing the sub-index of implementation of services based on electronic interaction. Currently, 215 services are being provided through the e-government infrastructure. More than 27.1 million e-services were provided to users of the portal.

The architecture of e-government systems consists of:

- 6 central databases (further - a DB): DB of individuals and legal entities; the database of reference books and classifiers, the database of motor vehicles, the national geographic information system, the database of real estate;
- departmental integrated systems, central elements of e-government – SPIPS;
- interagency integration platform;
- identification system;
- key registration center;
- complaint and proposal portals;
- a portal for discussion of regulatory acts;
- repository of documents issued via SPIPS.

²⁸ During the site visits at PSCs in Yunusabad and Chilanzar District based on observations and end user feedbacks at least 5-10 such cases were noted in a span of about 2 hours

Gartner's analytical research follows the following hierarchy of digital maturity and stages of transition from "e-government " to "digital government," the figure below shows the current situation with the development of e-government in the Republic of Uzbekistan.

Table 7: Current situation with the development of e-government in Uzbekistan

Stages	E-government	Open	Data-centric	Fully digital	Smart
Principles	E-government	Open	Data-centric	Fully digital	Smart
Value focus	Compliance	Transparency	Constituent value	Insight-driven transformation	Sustainability
Service model	Reactive	Intermediate	Proactive	Embedded	Predictive
Platform	IT-centric	Customer-centric	Data-centric	Thing-centric	Ecosystem-centric
Ecosystem	Government-centric	Service co-creation	Aware	Engaged	Evolving
Leadership	Technology	Data	Business	Information	Innovation
Technology focus	SOA	API management	Open any data	Modularity	Intelligence
Key metrics	Percentage of services online	Number of open datasets	Percentage improvement in outcomes, KPIs	Percentage of new and retired services	Number of new service delivery models

3.2.3.1.1 Stage:

Based on the results of the analysed strategic documents and interviews conducted, the stage of the digital government of the Republic of Uzbekistan corresponds to the first e-government. At this level, the concepts between electronic and digital government are unclear.

3.2.3.1.2 Value focus:

The value focus is aimed at improving the efficiency of service delivery. According to the Digital Uzbekistan 2030 strategy, it is planned to increase the level of connection of settlements to the Internet to 95%, including by increasing broadband access to 2.5 million ports, laying 20,000 kilometres of fiber-optic communications lines and developing mobile communications networks. Currently, according to the ICT Development Index, Uzbekistan ranks 95 out of 135 countries in which this assessment was performed. The criterion "Percentage of households with access to the Internet in the total number of households" is 75%, and the criterion "Percentage of households with a personal computer in the total number of households" is 43%. As a result of interviews with state authorities, all respondents report interruptions in communications channels at least 1-2 times a month. However, there is no process for notifying incidents and their causes.

3.2.3.1.3 Service model:

The service model is reactive. The services are provided at the request of the user. The primary digital access channel is a government portal and a government-branded mobile app. Services are provided with increasing convenience or choice, just as they have traditionally initiated this service. There is no sale of composite and pro-active services.

3.2.3.1.4 Platform:

The platform is focused on IT. There remains a significant dependency on maintaining physical offices and HR agents to help citizens seeking to navigate public services. Analytical capabilities are provided by reporting or assessment, narrative and diagnostic analytics for monitoring of public services provided. However, the collection of data on complaints from consumers of public services is not centralized. The contact of the self-service center or portal does not collect data on requests. With the further development of SPIPS and the introduction of personal data, information security processes will be more acute. In this regard, we believe that it is necessary to develop strategies and policies in the field of information security, which should include a diagram of interaction within the circuit of state information systems, as well as a diagram of interaction with the interface with the external circuit.

3.2.3.1.5 Ecosystem:

The ecosystem focuses on the achievement of the interests of the government. Pursuant to the Resolution of the President of the Republic of Uzbekistan of 28 April 2020 "On Measures to Widely Introduce the Digital Economy and Electronic Government," the architecture of the electronic government system includes "windows" through which it is possible to submit websites of state bodies, SPIPS and the center of state services to state services.

There are several contact centers in Uzbekistan. Consumers contact the PSC Center, the e-government center and, in the event of technical incidents, the Uzinfocom centers for reference information and other communications regarding public services.

As a result of interviews with consumers of public services, 60% of respondents noted the low level of competence of PSC operators. Frequent errors raised by interviewees were the lack of knowledge of documents to receive public services, the sending of incorrectly completed data, thus confirming the fact that there was no unified knowledge base on public services processes and strict templates of the standard. Complaints and appeals received by the center should have enhanced the knowledge base both for the operators of the center's contact and for the operators of the PSC. When analysing approaches to optimizing public services, the need to transform internal traditional processes is not considered. The balance between compliance and efficiency is wide, depending on regions and budget priorities.

3.2.3.1.6 Leadership:

E-government initiatives are typically managed by the IT department and the strategy is implemented by technology teams rather than business. Responsible for automation and digitalization, program managers aim to achieve compliance with existing goals and improve efficiency through online channels. The main conclusions of the analysis of owners of the process of optimizing and automating public services indicate that at many stages of the process there is an organizational duplication of the activity of PSA, PSC, Mininfocom, the e-government Center in terms of selecting public services for optimization and automation, monitoring the provision of public services. At the same time, the necessary stages of the process of performing predictive analytics, the process of mining on services, the assessment of the effectiveness of the provision of public services and the corresponding incentive measures are missing.

3.2.3.1.7 Technology focus:

The technology focus is oriented to service-oriented architecture. The most important architectural area is the construction of SOA, which facilitates the integration of services between agencies and makes the government portal more convenient and multifunctional.

It is possible to submit for public services via PSC, SPIPS, SPIPS mobile app, mobile version of the SPIPS website. The module for PSC and SPIPS operators is implemented on the same application with different access rights. This approach makes it possible not to duplicate the implementation of public

services. The portal is implemented by Uzinfocom, the service package is implemented on the BPMS, and the service is published on an interdepartmental integration platform.

Using the mobile version of the SPIPS and the SPIPS mobile application, it is possible to submit services for which no EDS is required (for 20 public services).

Critical information systems for the provision of public services are implemented by foreign suppliers or internally. Systems developed by foreign suppliers are not reserved, source codes are not transferred. This fact attests to the high risks of data loss and the low level of fault tolerance of information systems. Internally implemented information systems increase the risk of stability of information systems when scaling.

The Republic of Uzbekistan has implemented an interdepartmental integration platform, but the requirements for integration with state information systems and SPIPS are set forth in the regulations. In this regard, some services of state systems (transparent construction) may be integrated without an interagency tire. There is a risk of tire instability if the number of transactions between services increases.

Ensuring the continued operation of critical systems as a SPIPS and interagency tire should be a priority for Mininfocom and Uzinfocom. Based on the results of the interview with representatives of Mininfocom, this ministry has 2 data processing centers, the data center is administered and maintained by Uzinfocom. Statistics on incidents that occurred due to failures in the server or due to the load of communication channels are not published or provided to state authorities. All information systems implemented for the front office - SPIPS, tire, identification system is managed by Mininfocom, and the off-line front office is implemented in PSC when PSA.

The e-government infrastructure includes the server premises of sectoral government bodies. This fact reduces the efficiency of optimal use of server equipment, administration and maintenance competencies.

In order to ensure the security and optimal use of server equipment, we propose to concentrate all server equipment at a single operator, implement business continuity management processes and disaster recovery planning. When server equipment is concentrated, the costs of management and operation are reduced at one operator, and the equipment itself is used more optimally.

A component of the e-government system architecture is a single identification system, intended for all users to access various e-government information systems. OneID ensures the security and confidentiality of personal data specified during registration.

Data handling is limited. The e-government architecture states that there is a database of reference books and classifiers, but this solution does not comply with the principles of MDM decisions. The collection of reference directories and classifiers of various holders of state bodies has not been implemented. There are no open data sets for different consumers of the state.

3.2.3.1.8 Key metrics:

Key metrics are provided as percentage of services available online. Further development of electronic provision of public services with the transition to Data centric government. This stage represents the inflection point to trigger and accelerate true digital transformation. Constituent centricity and user experience remain paramount, but the focus shifts from simply listening to customer needs to exploring what is possible by leveraging data.

Based on current state assessment, high-level opportunities for improvement were identified and the impact of these opportunities on the end user experience (from Low to High) were assessed (Figure 17).

Figure 17: A deep dive of key opportunities identified for improvement - Technology

Technology		
S. No.	Opportunity	Impact on user experience
1	Historical data is not digitized	High
2	80% services can only be submitted with an EDS	High
3	Limited availability of prescribed standards / quality checks within the system	High
4	Automation of public service processes without optimization	High
5	Low internet speed, especially in remote areas	Medium

Three government services were selected for the analysis, having reviewed the online submission SPIPS and the following conclusions were made on improving the IT process:

3.2.3.2 Service 1 - The commissioning of completed construction (reconstruction) facilities

1. The list of requested data is currently given in Figure 56. It is proposed to perform full integration with the database of individuals and legal entities, requesting only the PIN and INN of the legal entity, except for the request to complete fields
 - a. for legal entities:
 - full name, legal status, legal address
 - b. for individuals:
 - full name, passport data (series and number), address

Data on the name of a legal entity is not required due to the availability of data in state information systems. The requirement for data on the location of a legal entity is excessive due to the availability of data in state information systems. The attachment of a document confirming the title to an individual residential house is not necessary, due to the availability of data in state information systems.

Telephone and e-mail data should be filled in automatically from the client's personal office. The name of the contractor and the project company should be filled in from the database of legal entities.

2. Based on interviews with representatives of Ministries, the history of issued documents is stored in both databases in PDF format, which increases the amount of required capacity. Proposal on exchange in an XML package, generation of a message on the side of the e-government portal
3. The second stage of optimization is the creation of a composite service, where one application will be sent to various interested state bodies (Minconstruction, etc.) and its combination with an application to form a protocol of commissioning and registration of cadastral passports

3.2.3.3 Service 2 - Provision of licence to a network service provider without the right to create its own network

1. There is no optimisation of data queries due to the availability of data in information systems. In the case of complete integration with the database of individuals and legal entities, requesting only the INN of a legal entity, excluding the request to fill in the fields and attach documents
 - a. name and legal form of the legal entity, its location
 - b. copy of the certificate of state registration of the legal entity

- c. the document confirming the payment by the applicant of a fee in the amount of two minimum wages for the examination of the application by the licensing body
 - d. copy of the certificate of state registration of the legal entity in the Uzbek Agency for Press and Information to obtain a license for operation and provision of services of television and radio broadcasting distribution (broadcasting) networks as a broadcaster
2. Based on interviews with representatives of Ministries, license registers are currently being implemented by each agency, and it is proposed to implement procedures for submitting and processing licenses in a centralized system. Thus, it will be possible to perform analysis to create complex and proactive services.
3. It is proposed to remove the requirements on the requested documents due to the availability of information in state information systems: a copy of the certificate of state registration of a legal entity, a document confirming the payment by the applicant for a license of a fee in the amount of one minimum salary for the consideration of the application by the licensing body.
4. To delete the requirements to the requested documents taking into account the single window principle: the conclusion of the relevant authorities on compliance with the requirements of sanitary and fire safety standards and safety measures of the facility.

3.2.3.4 Service 3 - Application of State registration of rights to real estate

1. Based on interviews with the Cadastral Agency, the database between the city of Tashkent and the rest of the republic is not centralized in SPIPS. Due to the lack of integration into the 1C platform, payment is calculated manually, which affects the timeliness of the service.
2. Based on interviews with representatives of the Ministries, there are no historical data in the cadastral systems. Documents confirming the registration of land plots issued earlier are not digitized.
3. It is proposed to stipulate the possibility of automatic registration of real estate when issuing a cadastral passport.
4. Redundancy of requested information when providing services through state portals. It is proposed to request only the individual's personal number and electronic signature from users.

3.2.4 Regulatory and Legal

3.2.4.1 Service 1 - The commissioning of completed construction (reconstruction) facilities

1. Based on the legal analysis of the legal framework, the following general observations should be emphasized:
 - I. The absence of a single regulatory and legal act governing the commissioning procedure of all completed construction facilities does not provide a clear picture of this public service
 - II. Despite the fact that the Decree of the President of the Republic of Uzbekistan No. DP-5278 dated 12 December 2017 "On Measures to Fundamentally Reform the National System of providing Public Services to the Population" stipulates the "one-stop-shop" principle implementation and public service provision on the commissioning of completed construction (reconstruction) facilities solely through the PSA until 1 April 2018, for some completed construction facilities, the services are still provided manually, without reference to the PSA or SPIPS since the regulations on public services provision on commissioning of completed construction of relevant types of facilities through the PSA and SPIPS, are not developed
 - III. There is no transparent procedure mechanism for commissioning state-owned facilities
 - IV. SHNK 3.01.04-04 "Commissioning of Completed Construction Facilities" does not include the amendments on commissioning procedures facilitation, indicated in the acts of the President of

Republic of Uzbekistan, that could lead to the lack of transparency as well as the violation of common practice, and subsequently will create prerequisites for various corruption abuses

- V. No single mechanism has been developed for the full implementation of reforms on the simultaneous issue of a cadastral passport, a facility commissioning certificate and an extract from the register of state registration of immovable property. This problem implies 2 factors:
 - a. legislation - the regulatory legal acts contradict each other. According to the RP-4427, a cadastral file is prepared prior to the commissioning and, in accordance with the RCM 535, a cadastral passport, a facility commissioning certificate and an extract from the register of state registration of immovable property are simultaneously issued at the request of the applicant. However, in the Regulation there is no provision for the issue of a cadastral passport and its registration prior to the commissioning. As a result, there is a double practice. Some legal entities and individuals according to the Regulation apply to the PSA and get rejection for commissioning due to the lack of a cadastral passport, and only when they apply for a cadastral passport according to the RCM 535, they receive all three documents at once.
 - b. information and communication - services on the real estate registration and commissioning of facilities are provided by different systems, and they are not integrated with each other.
 - VI. To date, no regulatory legal act has been adopted to determine the procedure for issuing operating permits for completed construction facilities, which are being implemented instead of cancellable commissioning procedure in accordance with the Resolution of the President of the Republic of Uzbekistan No. RP-4586 dated 5 February 2020 "On Measures to Fundamentally Improve the Quality of Construction and Installation Works and Improve the Control System of Construction" and in practice the commissioning procedure is still not cancelled. Pursuant to this Resolution, the commissioning procedures should have been cancelled starting from:
 - a. 2020 - for the low risk facilities, irrespective of funding sources
 - b. 1 January 2021 - for the facilities financed from other sources.
2. The analysis of the Administrative Regulations on the Provision of State Services on the Commissioning of Buildings and Structures Completed by Construction (Reconstruction), approved by RCM No. 370 of 18.05.2018 (hereinafter the "Regulations"), revealed the following gaps:
- a. there is no provision for automatic submission of the applicant's questionnaire to the authorized body when the application is made to the PSA after completing the questionnaire. In accordance with paragraph 14, the PSA shall send the completed questionnaire to the authorized body within 1 hour. In addition, there is no method of paying the fee before completing the questionnaire. In practice, the system does not allow payments to be made before completing the questionnaire, which leads to delays in submitting the questionnaire to the authorized body for more than 1 hour. Only after completing the questionnaire the applicant has to pay the fee through the branches of the bank (individual) or through a payment order through the servicing bank (legal entity), which may take from 10 minutes to 1 day;
 - b. the actions of the authorized body and PSC to notify the applicant and the consequences for the applicant in the event of a refusal to prepare a draft act of acceptance for operation of buildings and facilities completed by construction (reconstruction) are not stipulated;
 - c. there is no procedure for notifying the applicant of the date of the upcoming study with a field visit;
 - d. there is no procedure for notifying the applicant in the event of a refusal to approve the draft protocol of acceptance of buildings and facilities completed by construction (reconstruction);

- e. no corresponding amendments have been made pursuant to Decree of the President of the Republic of Uzbekistan No. DP-5930 of 31.01.2020 "On Additional Measures to Accelerate the Development of the National System of Provision of State Services " on the simultaneous issue of a cadastral passport, a protocol on the commissioning of objects and an extract from the register of state registration of immovable property.
3. Analysis of SHNK 3.01.04-04 "Commissioning of completed facilities" revealed the following gaps:
 - a. According to article 3 of the Urban Planning Code, urban planning norms and rules are the basis of urban planning and are binding on state bodies, citizens "self-government bodies, legal entities and individuals engaged in urban planning activity. Pursuant to paragraph 2¹ of the Regulations on Legal Expertise and State Registration of Regulatory and Legal Acts Adopted by Ministries, State Committees and Departments, approved by RCM No. 469 of 9.10.1997, urban planning norms and rules are not subject to state registration at the Ministry of Justice. As a result, they are not posted to the National Database of Legislation of the Republic of Uzbekistan "Lex.uz." SHNK is published on the website of the Ministry of Construction of Republic of Uzbekistan, but the website is only in the Uzbek language, which affects the accessibility of the wider stakeholder community, international integration and investment processes. The document does not include all amendments to the legislation in this area, which shows the absence of monitoring work and maintenance of control versions of the document;
 - b. the document has many contradictory norms with regulatory acts, including the existence of norms determining additional procedures and requirements not covered by the Regulations, such as:
 - the commissioning procedure by the working commissions;
 - list of documents provided to the state acceptance commission;
 - the composition of the state acceptance commission, which is not specified by the effective legislation of the Republic of Uzbekistan.
 - does not stipulate amendments to the relevant acts of the President of the Republic of Uzbekistan (DP-5577, RP-4351, RP-4321 etc.)

3.2.4.2 Service 2 - Provision of licence to a network service provider without the right to create its own network

Based on the results of the legal analysis of the legal framework, it should be noted that the Regulations on Licensing of Activity in the Field of Telecommunications, approved by RCM of the Republic of Uzbekistan No. 458 of 22.11.2000, do not cover the changes to simplify the licensing procedure indicated by the acts of the President of the Republic of Uzbekistan, which may lead to the non-transparency of the procedure, as well as the violation of common practice, and subsequently create the prerequisites for various corruption:

1. Decree of the President of the Republic of Uzbekistan No. DP-5409 of 11.04.2018 "On Measures to Further Reduce and Simplify Licensing and Permit Procedures in the Sphere of Business Activity, as Well as to Improve Business Conditions" of 1 June 2018 stipulates a reduction in the number of submitted documents by eliminating the requirement for the applicant to submit:
 - a. copies of the certificate of state registration of the legal entity;
 - b. regulatory documents necessary for the performance of design and construction work;
 - c. reports of the relevant authorities on compliance with the requirements of sanitary and fire safety standards;
 - d. copies of a diploma on higher education and a labour book of specialists on the design and construction of telecommunications networks.

However, the above requirements should currently be provided by the license applicant to the licensing body pursuant to paragraph 14 of the Regulations "On Licensing of Telecommunications Activity", approved by RCM of the Republic of Uzbekistan No. 458 of 22.11.2000.

1. Pursuant to paragraphs 16 and 17 of the Regulations "On Licensing of Activity in the Field of Telecommunications", approved by RCM of the Republic of Uzbekistan No. 458 of 22.11.2000, documents shall be submitted by the license applicant to the licensing body directly, through mail or in electronic form through the information system with notification of their receipt. However, in accordance with paragraph 54 of the List of state services to be gradually implemented in 2018-2020, provided exclusively through the PSC approved by No. RP-2750 of 01.02.2017, the procedure for licensing the provision of services of a data network provider, without the right to create a proprietary network, has been performed exclusively through PSC since 2018.
2. The Road Map on Fundamental Improvement of the Information and Communications Technology System for 2018-2019, approved by Resolution of the President of the Republic of Uzbekistan No. RP-3549 of 19.02.2018, stipulates an action to determine the procedure for joint use of the active and passive infrastructure of telecommunications operators and providers. The implementation mechanism is a regulatory act which should have been adopted before 1.09.2018. However, the act has not yet been adopted.
3. A roadmap to improve the provision of public services provided through the PSC, approved No. DP-5930 of 31.01.2020 stipulated the development of an information system for licensing the services of a data network provider without the right to create its own network and its integration with the system for providing public services until 1.09.2020. However, the systems are not fully integrated and, as a result, in practice there are instances of incorrect addresses when registering an application. Also, despite the fact that the application for a license is processed through the information system of the state body, there is no integration between the MyGov systems and the system of the state reviewing body.

3.2.4.3 Service 3 - Application of State registration of rights to real estate

1. Despite the digitalization of the cadastral maps and the equalization of the electronic statement form with paper, the procedure for issuing an extract from the State Register of Rights to Real Estate on the "one-stop-shop" principle is stipulated only in respect of:
 - a. public notaries - when performing certification of transactions with immovable property, except in cases of appearance, transition, restriction (encumbrance) and termination of rights to part of immovable property;
the Agency for the Management of State Assets - when selling real estate (in terms of state assets) through an auction at the Single Electronic Trading Platform "E-IJRO AUKSION";
 - b. commercial banks participating in the Program on the Construction of Affordable Residential Buildings on Updated Standard Projects in Rural Areas for 2017-2021, approved by Resolution of the President of the Republic of Uzbekistan No. RP-2639 of 21 October 2016 (hereinafter referred to as "commercial banks"), when documenting a completed residential building.
2. Accordingly, non-public notaries may not use the "one window" functionality. And realtors, in turn, are deprived of the right to use this function in respect of residential immovable property.
3. The Regulations on the Provision of State Services do not stipulate at which place a state registration application should be made geographically or extraterritorially. The Law "On the State Land Registry" stipulates state registration at the location of the object.
4. Electronic systems and forms of applications on state registration of rights to real estate have been drafted in such a way as to stipulate the existence of TIN rights holder. These columns are mandatory, but they cannot be applied if the rights holder is a non-resident.

5. The regulations on the preparation of the cadastral file are available only in the state language. In turn, the cadastral file is one of the mandatory documents for state registration of rights to real estate and, if there is no such document, is subject to refusal of state registration. The unavailability of the document to a wide range of individuals, including non-residents, may create obstacles to the registration of real estate rights by non-residents, which may also potentially affect the transparency and protection of property rights and other rights in rem.
6. If shortcomings are identified in documents on state registration of real estate, there is a complex multi-level mechanism for making decisions and notifying the rights holder, which may create bureaucratic barriers and be implemented in practice within a longer period of time than indicated in the Regulations (1 day, 2 days, 1 hour, etc.).

3.2.5 Assessment of the applications processed

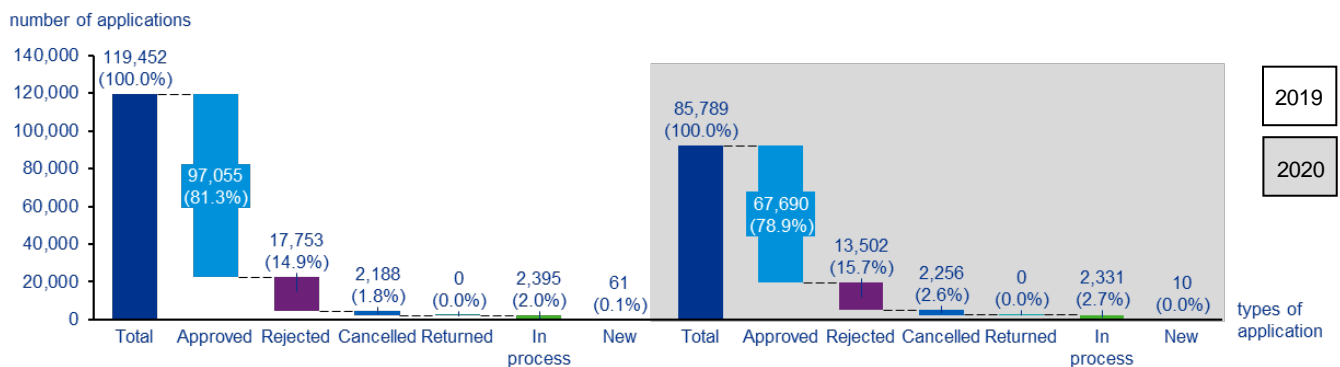
The analysis of applications was performed with purpose to identify key bottlenecks to suggest mechanisms for improving the quality of public services and assessing the quality of the applied feedback system with end users.

PSA provided data of all application processed offline (through PSCs) as well as online (through my.gov.uz) for 2019 and 2020.

3.2.5.1 Ministry of Construction - Service 1. The commissioning of completed construction (reconstruction) facilities

119,452 and 85,789 applications of the commissioning of facility completed by construction (reconstruction) were analysed for 2019 and 2020 respectively.

Figure 18: Analysis of application - The commissioning of completed construction (reconstruction) facilities



Source: PSA data

Types of applications:

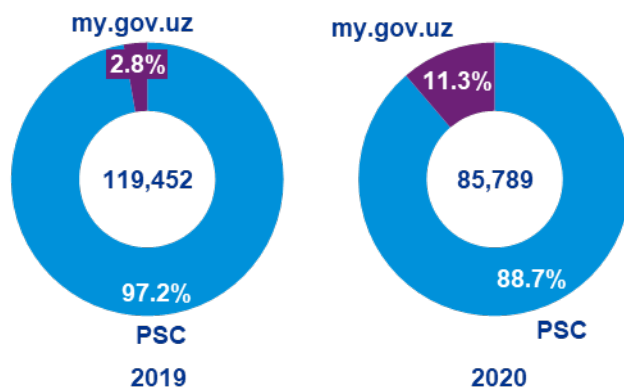
- Total – total applications applied
- Approved – successfully approved applications
- Rejected – rejected applications by process owner due to non-compliance of requirements
- Cancelled – cancelled applications on behalf of end-users
- Returned – returned applications by process owner due to non-compliance of the requirements
- In process – applications which were in process by the end of the year 2019 and 2020
- New – applications processed by PSC, but not further allocated for processing with the respective officer in the Ministry

Based on the analysis showed the following can be concluded:

- Total number of applications decreased by 28% from 2019 to 2020, decrease in demand of construction (reconstruction) mainly owing to the lock down and market slowdown due to pandemic situation
- Percent of approved applications was decreased from 81.3% in 2019 to 78.9% in 2020
- 14.9% and 15.7% of application was rejected in 2019 and 2020 respectively, according to the interview with Ministry of construction, most rejections were due to limited awareness of documents requirements and limited capacity for uploading documents and poor quality of the scanned documents

Share of online and offline applications was assessed for the same set of applications presented in above figure. It may be noted that most of the applications were processed through PSC, however there is an increasing trend in the online submissions from 2.8% in 2019 to 11.3% in 2020 due to increased awareness among public and improved online experience from 2019 to 2020.

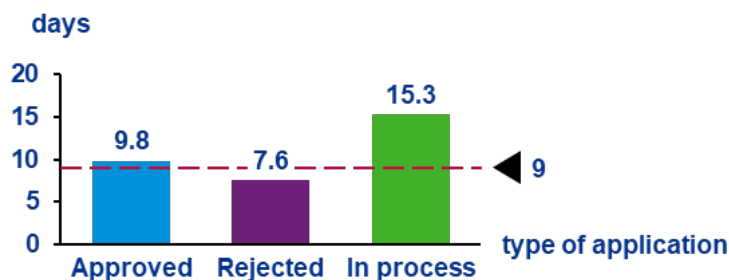
Figure 19: Distribution of applications of online (my.gov.uz) and offline (PSC) - Service 1



Source: PSA data

According to RCM No. 370 dated 18 May 2018 – the service needs to be provided within 9 working days. In order to assess the processing time for the applications KPMG was provided with a sample of 21,464 applications for the commissioning of completed construction (reconstruction) facilities for 2020.

Figure 20: Average processing of the application (in days) - Service 1



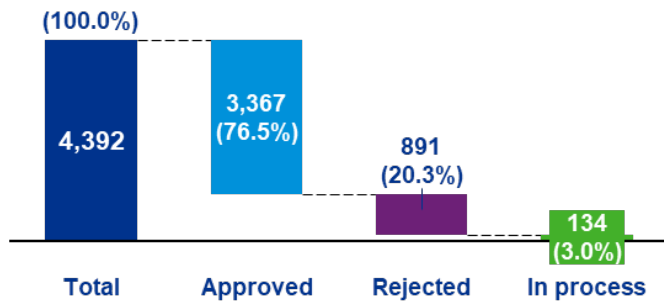
Source: PSA data

From the assessment, the average time for the applications processing is about 10 days which is well beyond the maximum permissible limit of 9 days.

In order to further deep-dive and understand the nature of the delayed applications from above set of 21,464 applications about 4,392 (~20%) applications were delayed and took more than 9 days. Based on the interactions with PSA and the Ministry, some of the key reasons attributed for this delay are unavailability of KPIs for process owner and limited integration of systems to process and validate the

information and non-compliance of documents submitted to the Ministry from PSA owing to the inadequacy in the technical know-how of the personnel in PSC processing these applications.

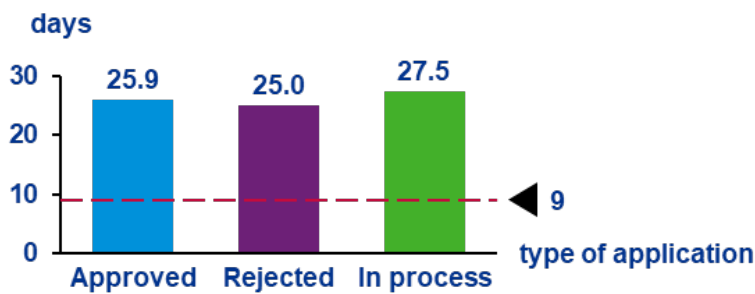
Figure 21: Distribution of delayed applications - Service 1



Source: PSA data

Assessment of processing time for these delayed applications reveal that there are significant delays of more than 25 days in processing these applications and some of the applications in process take more than 27 days.

Figure 22: Average delay of applications (in days) - Service 1

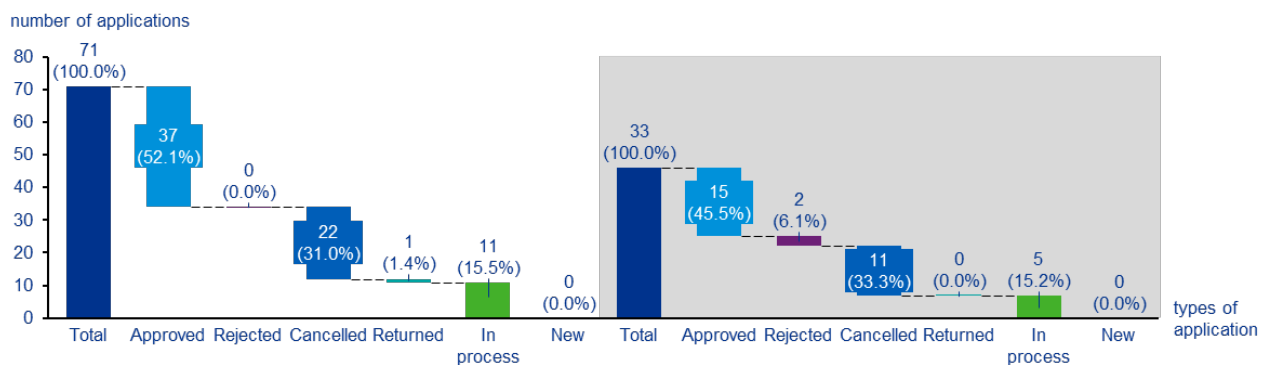


Source: PSA data

3.2.5.1 Ministry for Development of Information Technologies and Communications - Service 2. Provision of license to a network service provider without the right to create its own network

71 and 33 applications of the provision of license to a network service provider without the right to create its own network were analysed for 2019 and 2020 respectively.

Figure 23: Analysis of application - provision of licence to a network service provider without the right to create its own network



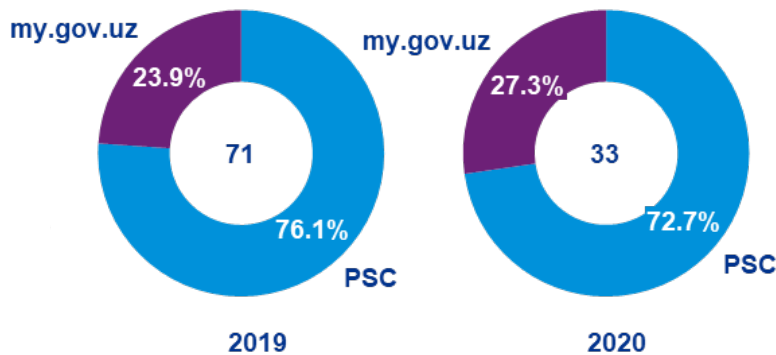
Source: PSA data

From the analysis showed the following can be concluded:

- Total number of applications decreased by 54% in 2020, due to impact of pandemic situation and its consequents on public services
- Percent of approved applications are 52.1% and 45.5% for 2019 and 2020 respectively
- There are low number of rejected applications, but significant percent of cancelled – 31.0% and 33.3% for 2019 and 2020 respectively

Share of online and offline applications was assessed for the same set of applications presented in above figure. It may be noted that only quarter of all applications submitted through my.gov.uz (SPIPS), however there is an increasing trend in the online submissions from 23.9% in 2019 to 27.3% in 2020 due to increased awareness among public and improved online experience from 2019 to 2020.

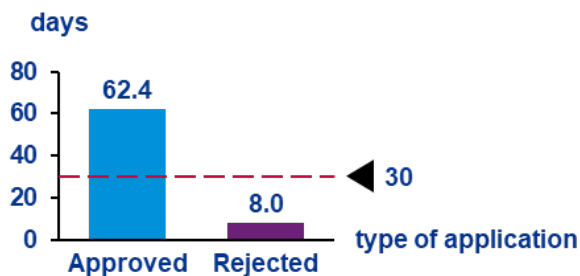
Figure 24: Distribution of applications for online (my.gov.uz) and offline (PSC) - Service 2



Source: PSA data

According to RCM No. 458 of November 22, 2000 – service needs to be provided within 30 days. PSA provided 43 applications of the provision of license to a network service provider without the right to create its own network for 2018-2019 to assess average number of processing days.

Figure 25: Average processing of the application (in days) - Service 2



Source: PSA data

According to the analysis, processing of approved application on average exceeds required limitation by 32.4 days.

In order to further deep-dive and understand the nature of the delayed applications from above set of 43 applications about 29 (~70%) applications were delayed and took more than 30 days. All delayed applications were approved and took on an average 62.4²⁹ days. Based on the interactions with PSA and the Ministry, some of the key reasons attributed for this delay are unavailability of KPIs for process

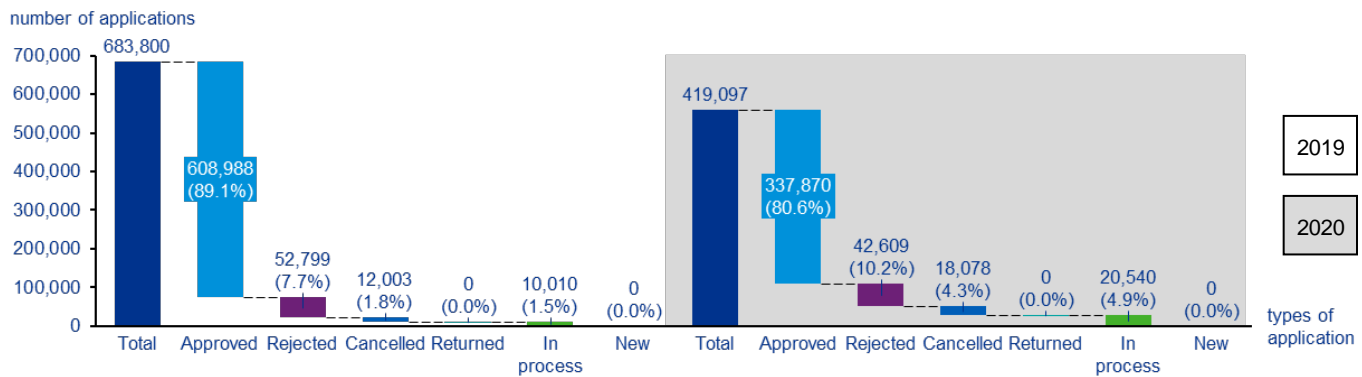
²⁹ Source – PSA data

owner and limited integration of systems to process and validate the information and non-compliance of documents submitted to the Ministry from PSA owing to the inadequacy in the technical know-how of the personnel in PSA processing these applications.

3.2.5.2 Cadastral Agency - Service 3. Application of State registration of rights to real estate

683,814 and 419,173 applications of State registration of rights to real estate were analysed for 2019 and 2020 respectively.

Figure 26: Analysis of application - Applications for State registration of rights to real estate



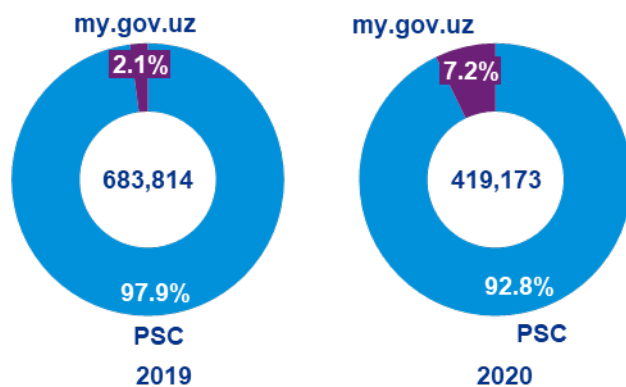
Source: PSA data

Analysis showed the following conclusions:

- Total number of applications decreased by 39% from 2019 and 2020, due to pandemic lockdown in country
- Percent of approved applications were 89.1% and 80.6% in 2019 and 2020 respectively

Share of online and offline applications was assessed for the same set of applications presented in above figure. It may be noted that most of the applications were processed offline through PSC, however trend of the online submissions increased by 3.5 times from 2.1% in 2019 to 7.2% in 2020 due to increased awareness among public and improved online experience from 2019 to 2020.

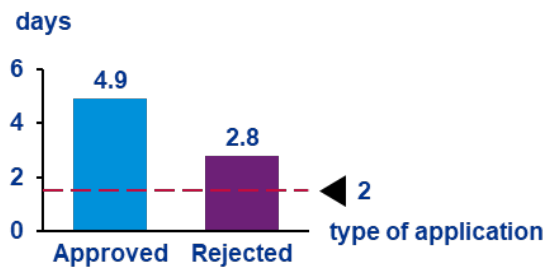
Figure 27: Distribution of applications for online (my.gov.uz) and offline (PSC) - Service 3



Source: PSA data

According to RCM No. 1060 of December 27, 2018 – registrar makes state registration of the right to the real estate object within two working days. In order to assess the processing time for the applications KPMG was provided with a sample of 16,943 applications for State registration of rights to real estate for 2020.

Figure 28: Average processing of the application (in days) - Service 3

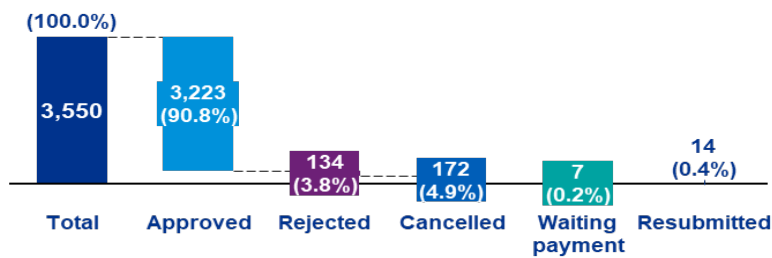


Source: PSA data

From the assessment, the average time for the applications processing is about 5 and 3 days for approved and rejected applications respectively, which is well beyond the maximum permissible limit of 2 days.

In order to further deep-dive and understand the nature of the delayed applications from above set of 16,943 applications about 3,550 (~20%) applications were delayed and took more than 2 days. Based on the interactions with PSA and the Ministry, some of the key reasons attributed for this delay are unavailability of KPIs for process owner and limited integration of systems to process and validate the information and non-compliance of documents submitted to the Ministry from PSA owing to the inadequacy in the technical know-how of the personnel in PSA processing these applications.

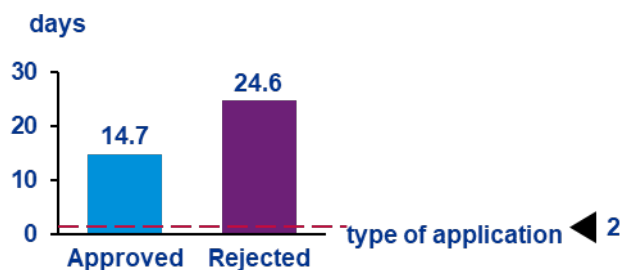
Figure 29: Distribution of delayed applications - Service 3



Source: PSA data

Assessment of processing time for these delayed applications reveal that there are significant delays, and, on an average, it takes more than 14 days for processing approved applications, while rejected applications take more than 24 days.

Figure 30: Average days of application delays (in days) - Service 3



Source: PSA data

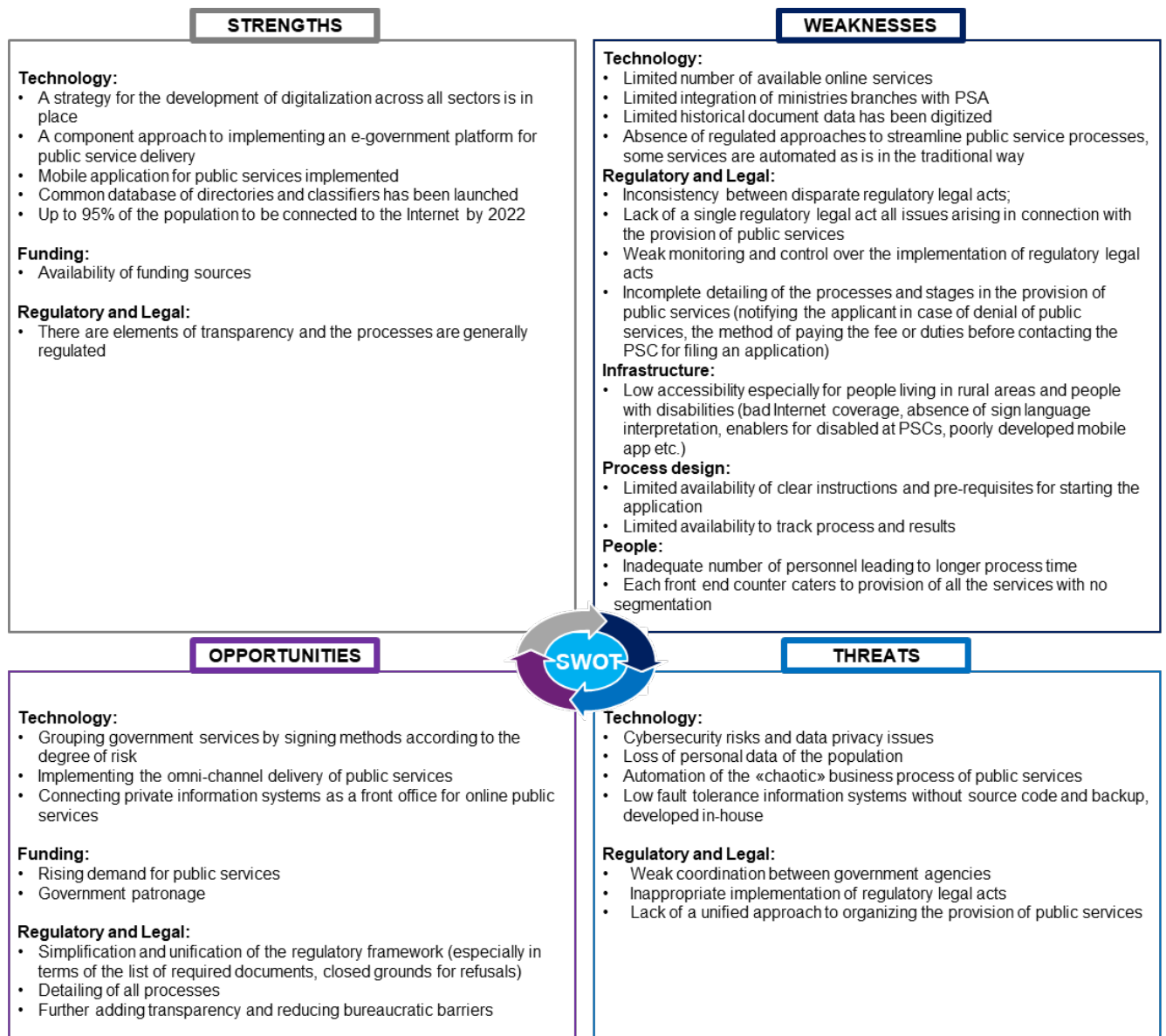
4 SWOT and PEST Analysis

4.1 SWOT Analysis

Carried SWOT analysis helped to define internal and external factors affecting the development of public services in Uzbekistan. SWOT analysis revealed that there is a need to focus on the following areas – Process design, Technology and People. The summary of the analysis is shown in the Figure below. The factors presented are based on findings of carried current state assessment expressed in Sections 2 and 3.

All factors presented have equal impact and shall be considered individually.

Figure 31: SWOT Analysis



4.2 PEST Analysis

In order to ensure that external environment is extensively analysed, PEST analysis was performed. PEST analysis represents internal and external factors affecting the development of public services in

the Republic of Uzbekistan. The purpose of using PEST is to determine the areas of development for the provision of public services and rank them by importance. The detailed analysis is provided below.

4.2.1 PEST Analysis - Summary

PEST analysis revealed that there is a need to focus more on social and technological factors that are likely to have a bigger impact on the public service delivery. The summary of the analysis is shown in the Table 8: PEST summary, the details of each point raised is provided in the Tables 8 - 11.

Table 8: PEST summary

POLITICAL & LEGAL FACTORS	ECONOMIC FACTORS
<ul style="list-style-type: none"> • Government stability/restrictions – impacts the whole state system • Instability/legal changes – affect public service work • Government budgets – have a strong correlation on public services development 	<ul style="list-style-type: none"> • Changing market – due to the global, regional, and national economic trends • Rising cost of capital – might decrease the economic activity and the service demand
SOCIAL FACTORS	TECHNOLOGICAL FACTORS
<ul style="list-style-type: none"> • Profile of population – is changing due to economic and socio-demographic factors • Skill Set (training) – needs to be constantly upgraded to be in line with the economic requirements • Change in habits of population – due to the global trends and increased digitalisation 	<ul style="list-style-type: none"> • Technological change – increasing digitalisation in the public services • Complexity of IT requirements – for the development of public services

4.2.2 PEST Analysis – Deep Dive

4.2.2.1 Political and legal factors

Table 9: Political and legal factors affecting the development of public services

Issue	Possible effect	Risk Occurrence	Mitigation measures	Public service implications
<p>Government stability/ restrictions</p> <p>1. The stability of the government³⁰ can affect the viability of public sector in the Republic of Uzbekistan.</p> <p>2. Local groups may wish to promote own aims that might cause unethical behaviour and potential disruption to the public service delivery.³¹</p> <p>3. Government restrictions can affect profitability of the public sector due to the decreased number of applications.</p> <p>Government Budgets</p> <p>4. The President and the Parliament approved a balanced governmental spending for 2021 and forecasted budget for 2022 does not indicate any major cuts.³²</p> <p>Instability/legal changes</p> <p>5. Instability of certain geographical regions due to COVID-19 (certain areas in Uzbekistan are hit much</p>	<p>1. If governmental spending goes down, volume of services needed potentially goes down which has a negative effect on financials of the PSA.</p> <p>2. Public service users may fail to meet obligations for certain services due to government budget cuts.</p> <p>3. Movements in the government may suddenly trigger new projects or stall planned ones³⁶. Legal entities demand for services might decrease.</p> <p>4. Stimulating measures might lead to increases of wages and salaries, hence an increase in services demand.</p>	<p>Low</p>	<p>1. Consult with as many responsible people as possible and discuss services with the PSC's managers to see how it works and to get a feeling of the risks and plan to mitigate them.</p> <p>2. Sufficiency in control on the tendering process, bribery and corruption.</p>	<p>Minimal</p>

³⁰ <https://www.bbc.com/news/world-asia-50835845>

³¹ <https://www.hrw.org/world-report/2020/country-chapters/uzbekistan#>

³² <https://lex.uz/docs/5186047>

³⁶ <https://www.reuters.com/article/us-uzbekistan-politics-idUSKBN22Y1FJ>

Issue	Possible effect	Risk Occurrence	Mitigation measures	Public service implications
<p>harder than others, caused probably by a strong movement towards the economic Centers).³³</p> <p>6. New laws on insolvency³⁴, SME (small and medium enterprises) and trade³⁵ arise which will stimulate the activity of all mentioned subjects and provide necessary legal and economic support as well as increase demand for public services.</p>				

4.2.2.2 Economic factors

Table 10: Economic factors affecting the development of public services

Issue	Possible effect	Risk Occurrence	Mitigation measures	Public service implications
<p>Changing market</p> <p>1. The government spending has a big impact on the volume and price of the services provided.³⁷</p> <p>2. Certain regions in Uzbekistan have low economic activity partly as a result of the concentration to the economic Centers and harsh weather conditions.³⁸</p>	<ol style="list-style-type: none"> Experience scarcity of skilled workforce. Customer, supply and cash management are key. The labour skill base shrunk. Lack of middle management increases the risk of fraud. 	Medium	<ol style="list-style-type: none"> Re-aligning the cost of provided services based on the changing end user spending capabilities and market trends. Effective management of the administrative cost and further optimization of the operating cost in order to have healthy financials. 	Minimal
<p>Rising cost of capital</p>	<ol style="list-style-type: none"> May lead to reduction in services as businesses are less likely to commit 			

³³ https://www.ilo.org/wcmsp5/groups/public/--europe/--ro-geneva/--sro-moscow/documents/publication/wcms_759842.pdf

³⁴ <https://lex.uz/docs/5284414>

³⁵ <https://president.uz/ru/lists/view/3318>

³⁷ <https://lex.uz/docs/5186047>

³⁸ KPMG analysis

Issue	Possible effect	Risk Occurrence	Mitigation measures	Public service implications
<ol style="list-style-type: none"> High cost of financing being 14% since September 2020.³⁹ Squeezed customer expenditure due to economic slowdown.⁴⁰ 	<ol style="list-style-type: none"> and subsequently receive public services. Increased risk of clients not having the budget to pay for the services. 			

4.2.2.3 Social factors

Table 11: Social factors affecting the development of public services

Issue	Possible effect	Risk Occurrence	Mitigation measures	Public service implications
<p>Profile of population</p> <ol style="list-style-type: none"> COVID-19 led to a reduction in the workforce.⁴¹ <p>Skills Set (training)⁴²</p> <ol style="list-style-type: none"> The public services industry is failing to attract high quality graduates. Companies tend to be dominated by call-center workers and surveyors. Public services Centers are seen merely as a post office, with no add to value and is hence inefficient. Training for required skills has been inadequate for a while. 	<ol style="list-style-type: none"> Risk of ageing of staff. Risk of lack of experience and skills base. The inappropriate skills mix can lead to <ol style="list-style-type: none"> errors failure to detect errors lack of capability fraud inefficiency incompetence All of these decrease the reliance on internal controls. 	Medium	<ol style="list-style-type: none"> The training budget reorganisation. Need to survey end-users on a regular basis to adapt to the changing habits. 	High

³⁹ <https://cbu.uz/ru/monetary-policy/operations/refinancing-rate/>

⁴⁰ <https://www.adb.org/news/uzbekistan-economic-growth-2020-slow-further-rebound-2021#:~:text=In%20an%20update%20to%20its,the%201.5%25%20forecast%20in%20June.&text=The%20bank's%20forecasts%20for%20inflation,2020%20and%2010%25%20in%202021.>

⁴¹ https://www.ilo.org/wcmsp5/groups/public/--europe/--ro-geneva/--sro-moscow/documents/publication/wcms_759842.pdf

⁴² KPMG analysis

Issue	Possible effect	Risk Occurrence	Mitigation measures	Public service implications
Change in habits of population 6. Staff drift away from public services to other sectors. ⁴³				

4.2.2.4 Technological factors

Table 12: Technological factors affecting the development of public services

Issue	Possible effect	Risk Occurrence	Mitigation measures	Public service implications
Technological change ⁴⁴ 1. Development of the internet and mobile devices Complexity of IT requirements ⁴⁵ 2. Constant pressure to deliver faster, growths in volume and automation. 3. There is a competitive advantage for those who adapt. 4. Insufficient knowledge sharing / managing with regards to IT advancements. 5. Low expenditure on research and IT, much higher abroad. 6. Accelerated development in consumer (population) data management 7. Alternative service provision.	1. Loss of personal data of the population 2. Churn of users of online services 3. How the government manages changing technology and whether it has in-house expertise / access to subcontractors is crucial. 4. May have a technological specialising which gives a competitive advantage. 5. The public service delivery does not have a fully integrated IT system.	Medium	1. Technological risk alerts may change / increase the number of services the public service stakeholders are able to process. 2. Reliability of the IT systems is crucial, if IT systems are unable to cope, they should be written down. This is an area the public service stakeholders should monitor in the future. 3. The Ministry for Development of Information Technologies and Communications of the Republic of Uzbekistan can assist in implementing technology reforms including automation,	High

⁴³ Based on the data gathered in the official Telegram channel of the PSA

⁴⁴ Based on the international practices provided in Global development trends in public services

⁴⁵ Ibid, KPMG analysis

Issue	Possible effect	Risk Occurrence	Mitigation measures	Public service implications
8. Need to launch remote service delivery, due to quarantine measures. 9. Technological development of enterprises in the country (banks, industrial enterprises).			system / data integration etc.	

5 Global development trends in public services

PSA with its recent existence in December 2017 has a long way to go in terms of establishing itself as an organisation catering to providing state services in the Republic of Uzbekistan. The strategic goals, objectives and implementation plan are mechanisms to achieve the above said mission and the same gets complemented by an extensive international benchmarking assessment of similar organisations in developing such as Kazakhstan and developed market — Denmark and South Korea. These countries were chosen based on their e-government index as well as on their overall progress on improvements in government services provision. To predict the development directions of PSA and rationally manage it within the order to maintain a capacity building and customer service improvement, PSA should take decisions that are based on best practices and experience and would lead to maximum benefits. Benchmarking is also viewed as a measure to assess strategic goals of the work in comparison with pioneer organisations to ensure long-term market position.

Assessment and analysis of leading practices / experiences in IT, services, and processes at e-government agencies in other countries with the mandates and goals similar to that of PSA's are elaborated below. At the end of the section implementable solutions represent what can be done in the short-to-medium term in the Republic of Uzbekistan to improve public service delivery.

The detailed analysis can be found in 8.6. For the purposes of comparing and finding implementable solutions for the PSA were chosen the following organisations:

1. Border.dk, Denmark
2. Gov.kr, South Korea
3. Egov.kz, Kazakhstan

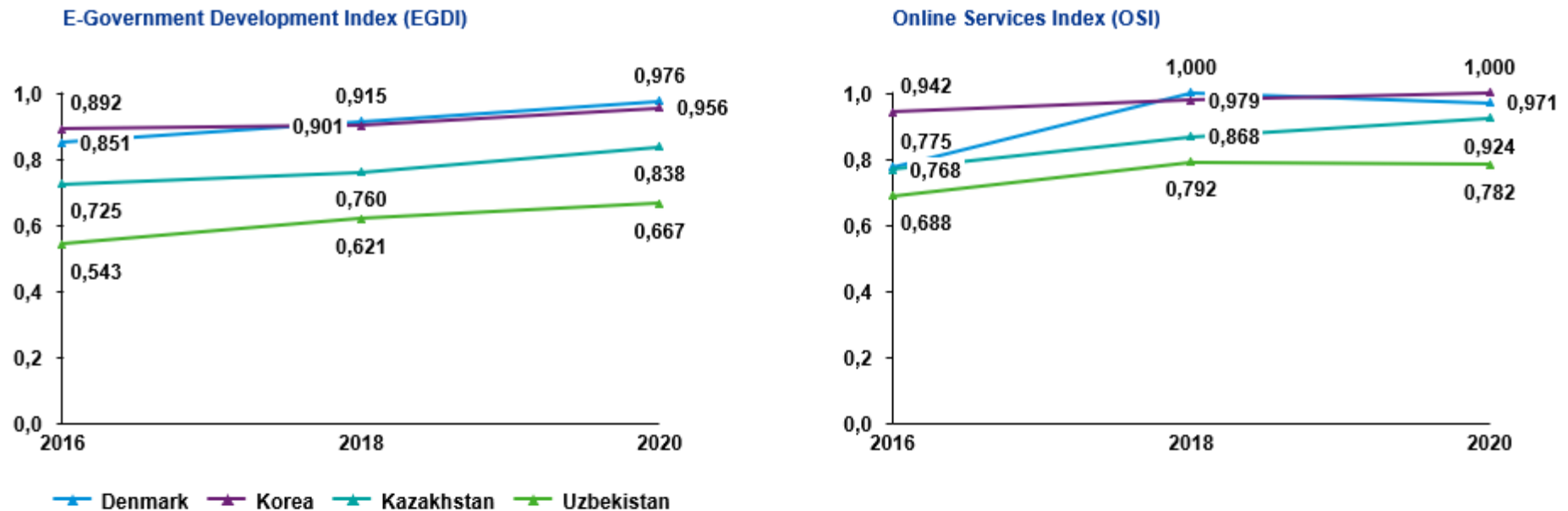
For the evaluation of the public sector development five main indices were chosen, the detailed description can be found below. The selected counties improved since 2016 over five main indices such as:

1. E-Government Development Index (EGDI) is used to measure the readiness and capacity of national institutions to use information and communications technologies (ICTs) to deliver public services. Denmark topped in EGDI in 2020.
2. Online Services Index (OSI)⁴⁶ has a model of four stages for maturity of eServices:
 - i. The first stage is providing the public with information online by the government.
 - ii. The second stage is enhancement of information by more public policies, laws, regulations, reports and downloadable publications.
 - iii. The third stage covers procedural services achieved by mutual interaction between the government and the customer.
 - iv. The fourth stage is more advanced and covers connected services.

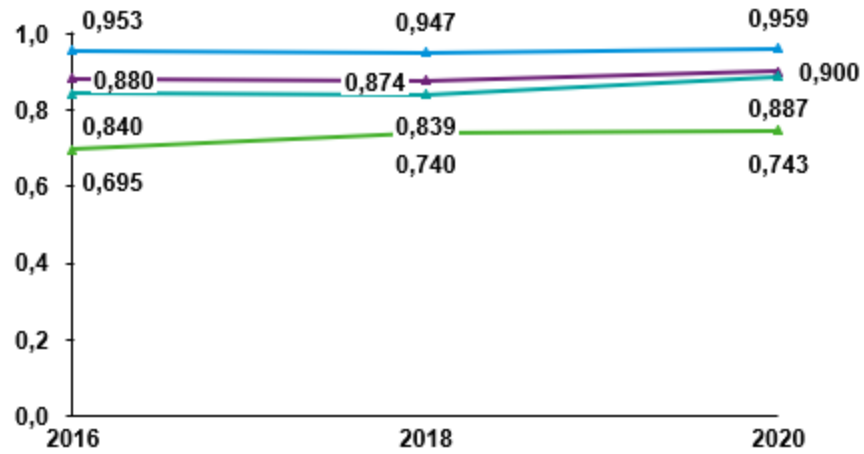
⁴⁶ UN e-government survey

3. Human capital index (HCI) designed by the World Bank measures which countries are best in mobilising the economic and professional potential of its citizens. The index measures how much capital each country loses through lack of education and health.
4. Telecommunications Infrastructure Index (TII) measures the countries' Telecommunication infrastructure readiness to adopt the opportunities offered by Information and Communication Technology as to enhance their competitiveness.
5. E-Participation Index (EPI) is derived as a supplementary index to the United Nations E-Government Survey. It extends the dimension of the survey by focusing on the government's use of online services in providing information to its citizens (eInformation sharing), interacting with stakeholders (eConsultation) and engaging in decision-making processes or (eDecision-making).

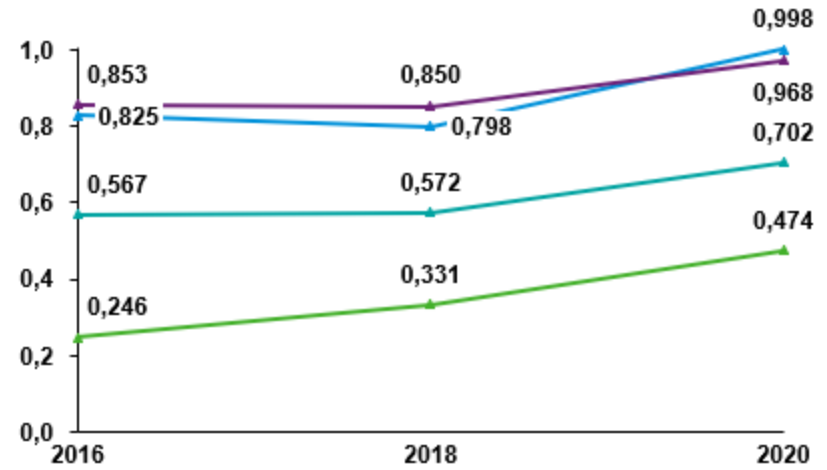
Figure 32: Indices dynamics in Denmark, South Korea, Kazakhstan, and Uzbekistan



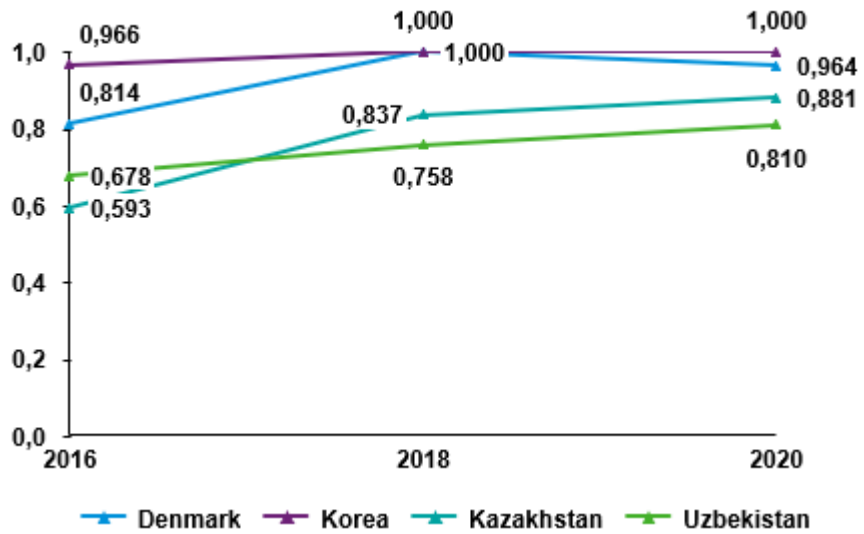
Human Capital Index (HCI)



Telecommunications Infrastructure Index (TII)



E-Participation Index (EPI)



Source: UN e-government surveys 2016, 2018, 2020

According to the analysis, top performers in the group are Denmark and South Korea that in 2020 reached the highest scores in all mentioned indices, while Kazakhstan and Uzbekistan are showing a significant improvement in the group. The biggest gap is seen in TII since both Kazakhstan and Uzbekistan are still developing a strong infrastructural base for the public services system improvement.

5.1 The possibility of introducing international experience

This section provides a conclusion made based on detailed information on the developing and developed market organisations, whereas Table below is a summary on key major points that could be implemented in the Republic of Uzbekistan. These measures presented below have proved its success in:

1. **Denmark** – Data Distributor Platform, Businesses portal, Real property portal, IT skills improvement portal, Digital Post, security standard ISO27001;
2. **South Korea** – One-stop Government 24 website, e-People, The e-government Standard Framework, Hometax, Bokjoro, CUPIA, My Data, Digital document and wallet, On-Nara BPS, The National Information Resources Service;
3. **Kazakhstan** – E-licensing, E-notary, Egov mobile, Smart bridge, Chatbots, Unified State Real Estate Cadastre.

The Agency will benefit from Denmark and South Korea's experience and could collaborate with both in the long run, and Kazakhstan in the short run to improve public service delivery.

Table 13: International experience that potentially could be implemented⁴⁷

	Denmark	South Korea	Kazakhstan
Citizens with limited/no Internet access / social services	<p>Provision of services to citizens with limited/no access to internet: government organised country-wide campaigns and outreach programs focused specifically on population groups who may have difficulty in accessing online digital services.</p> <p>If a citizen is unable to access the digital services offered by an authority, they must contact the relevant authority for guidance on how to access these services.</p>	<p>Bokjiro program provides information on welfare services, such as child allowance, education welfare priority support, etc.</p>	
E-signature	<p>MitID a one-time code for citizens to access various public digital services including eBanking, real estate, insurance, and pension funds services.</p> <p>Uzbekistan authorities can extend the possibilities of the current Digital signature.</p>		<p>E-signature can be recorded on national ID card or if you do not have it there is an alternative to receive one-time password to receive a service online.</p>
IT skills development	<p>IT-formidler.dk aimed at improving Danish IT skills. An opportunity to every teacher in the country to share experiences, produce educational materials and retrieve teaching modules.</p>		

⁴⁷ Note: only solutions which could be implemented in Uzbekistan were included in the table

	Denmark	South Korea	Kazakhstan
IT Standards	<p>Since 2016, the Danish government authorities have had an obligation to comply with the requirements of the international security standard ISO27001, which sets out best practice for information security management.</p>	<p>The e-government Standard Framework (eGovFrame) - framework for public sector IT projects</p> <ol style="list-style-type: none"> 1. to increase the quality of e-government services, 2. the efficiency of IT investment 3. the standardisation and the reusability of application through establishing and applying the development framework standard 	
Single Information resource	<p>Data Distributor Platform - data from several authorities accessible in one place.</p> <p>On the platform there are guides that provide citizens with an overview of what they need to know and understand regarding their life event and give them a collection of relevant links to i.e. public services and self-service solutions.</p> <p>The Agency for Digitisation for the public to see the operational status 'live' on all common public sector digital services.</p>	<p>One-stop service - Government 24 website provides services and related information about the most recent changes in regulations: Korean Government Services, Minwon ('a service citizen requested' in Korean) Services, Policy Information</p>	

	Denmark	South Korea	Kazakhstan
Separate portal for business	<p>Virk.dk common public eService channel for businesses with more than 1,000 eForms</p> <p>The Business Portal also has a dashboard which shows an overview of report deadlines and task obligations related to the public sector. For citizens looking to start a business, there is information consolidated from over 16 different authorities on the Business Portal with the most up-to-date business regulations, as well as guidance on how to start a new business in Denmark.</p>		
Taxes and customs		<p>Hometax or Mobile Hometax allows citizens and businesses to undertake various tax-related services:</p> <ul style="list-style-type: none"> – income tax and value added tax filing, – issuance of tax-related certificates, – checking the payment status of taxes, – e-business registration, etc. <p>“UNI-PASS (CUPIA)” (Customs UNI-PASS International Agency) is connected to 27 trade related government agencies, 169 different government organizations and over 260,000 trade related companies via the Single Window system and safest systems among the 180 WCO member states. CUPIA has successfully implemented its sister systems in various other countries.</p>	

	Denmark	South Korea	Kazakhstan
Separate portal for real property	<p>Real property portal provides articles, step-by-step guides, tools, and documents designed to make it easier and more secure for users to sell or buy homes.</p>		<p>"Unified State Real Estate Cadastre" (USREC) project provides the state and the population with complete and up-to-date information about:</p> <ul style="list-style-type: none"> – land plots, – buildings and structures, – communications and their main characteristics. <p>Its creation will ensure:</p> <ul style="list-style-type: none"> – the integrity of the database, – the completeness and reliability of information, – prompt update of information, – elimination of corruption risks, – costs reduction for citizens and businesses when registering real estate rights, – increase the World Bank's Doing Business rating, – the possibility of using blockchain technology.

	Denmark	South Korea	Kazakhstan
E-documents	<p>Digital Post refers to “the possibility that governments communicate electronically-only with citizens or entrepreneurs through digital mail solutions”.</p>	<p>On-Nara BPS (e-document system) is the standard e-Document application for government agencies, which enables digital signature verification and forgery prevention and unites 289 agencies.</p> <p>Digital document and wallet: the Korean citizens and residents can simply store digital certificates issued on gov.kr portal or app in their own “Digital Wallet” for verification or submission without having to print and submit them in person to a third-party organization.</p> <p>My Data where citizens can directly manage their personal information held by government agencies. It allows the citizens to choose essential data to be shared when applying for and receiving government services, giving them control over their own data.</p>	<p>Digital Documents is a service for storing personal electronic documents in the eGov Mobile app. The service also provides a capability for a citizen to grant third parties access to documents upon their consent.</p>

	Denmark	South Korea	Kazakhstan
State and private organisations integration		<p>The National Information Resources Service (NIRS) is the world’s first pan-governmental data center responsible for integrating and managing the data and information of central government institutions.</p>	<p>Smart Bridge project is a simplified process of integration between the information systems of public authorities and the private sector.</p> <p>E-licensing project is aimed at automating the licensing processes and provide an effective, transparent mechanism for interaction between state bodies-licensors and the business community.</p> <p>E-notary project is designed to improve control over notarial activities and optimise the work of notaries. E-Notary allows notaries:</p> <ul style="list-style-type: none"> – to verify the authenticity of documents, – obtain data on real estate, – keep records of inheritance cases and wills, – receive electronic certificates from the e-government portal, – verify the authenticity of power of attorney.

	Denmark	South Korea	Kazakhstan
Customer feedback		<p>e-People online communication window, enabling convenient online processing of civil complaints, suggestions, reports, policy debates, etc.</p> <p>Similar project is done under the President and Prime Minister virtual reception in Uzbekistan.</p>	<p>Chat-bots in Telegram, Facebook and Vkontakte and egov.kz, 1414.kz are virtual consultants based on artificial intelligence to automate the most frequently requested public services by:</p> <ul style="list-style-type: none"> – providing the necessary information from the Egov knowledge base, – sending links to the sections of the site, – receiving simple/ fully digital services.

6 Way forward

6.1 Assessment of existing strategic activities

Considering the current socio-economic development of Uzbekistan, the basis for further enhancement of public services provided by PSA and its PSC with its mission to improve the overall quality and accessibility is well justified. There is an essential need to clearly define the goals and objectives of the PSA. Efforts of PSA need to be aligned in supporting national programs to improve the socio-economic conditions in Uzbekistan rather than creating new goals and objectives with Key Performance Indicators (KPIs) to avoid any potential duplication.

In this regard, key activities undertaken at the international, regional, national, and local levels should be analysed and taken into consideration before Strategic Goals (SGs) of PSA will be defined.

In order to define key (multiplying) activities undertaken at international, regional, national, and local levels the most relevant and important programs at each level have been assessed.⁴⁸

As for ranking by importance, the following methodology has been applied:

High – Programs directly influence public service provision and have impact on PSA;

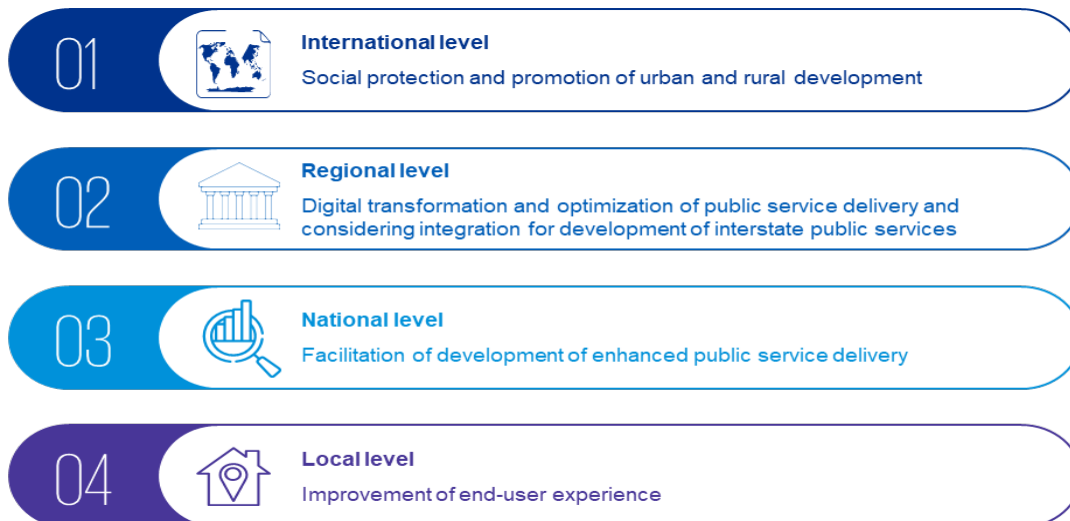
Medium – Programs indirectly impact public service provision and might impact PSA;

Low – Programs do not cover public service provision and, thus, have no impact on PSA.

Each program has been considered in 3 dimensions – background, goals, and ranking. Full list of programs with background information and goals as well as explanation on ranking is presented in the Annex - Strategic activities.

Key takeaways are presented below:

Figure 33: Key takeaways identified



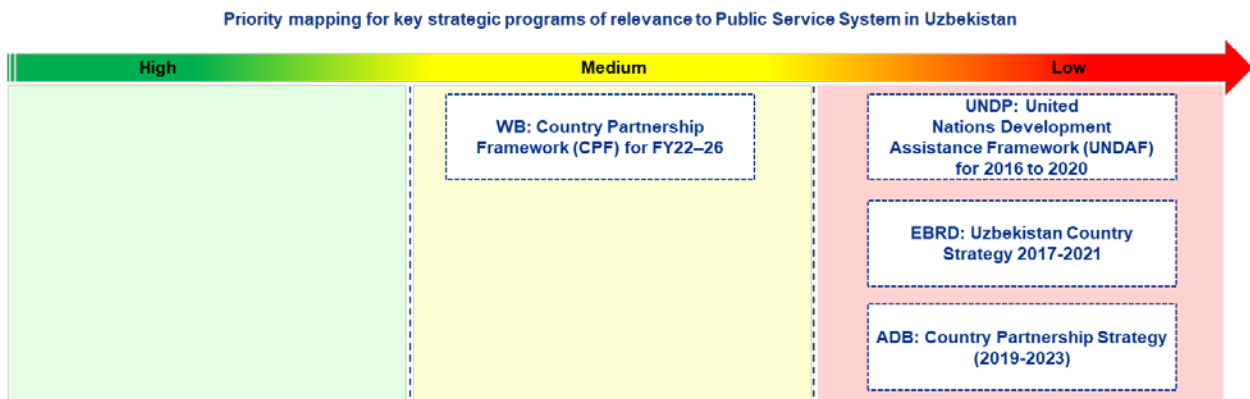
High and medium impact programs are presented below.

⁴⁸ The list of programs expressed as well as applied classification are agreed with PSA based on the interactions with PSA representatives on 18th February 2021, PSA office.

6.1.1 International level activities

As for international level, programs undertaken by international institutions in Uzbekistan and which may affect public service provision were considered. Currently, there are several ongoing programs with United Nations Development Programme (further - UNDP), the European Bank for Reconstruction and Development (further – EBRD), the World Bank (further – WB) and the Asian Bank of Development (further – ADB).

Figure 34: International level activities



6.1.1.1 World Bank

The World Bank is progressing with the preparation of the Systematic Country Diagnostic for Uzbekistan to inform the development of a new Country Partnership Framework (CPF) for FY22–26⁴⁹.

Key takeaways for international level when designing Strategy Goals:

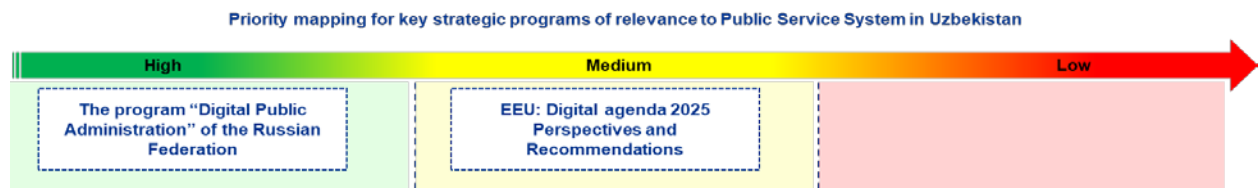
- A. Social protection principle shall be incorporated in the form of increasing accessibility for vulnerable segments;
- B. Promotion of urban development shall be incorporated in the form of development of public service provision enhancements;
- C. Promotion of rural development shall be incorporated in the form of increasing accessibility and quality of public service provision in distant rural areas.

6.1.2 Regional level activities

Regional level covers programs undertaken at CIS region aimed at development of public service provision, especially by Eurasian economic union (EEU) countries. Same approach was applied – ranking goals set within strategic documents. There are no approved single programs in relation to public service provision for EEU countries, the only document is article “Digital agenda – 2025. Perspectives and Recommendations”. Within CIS region, Russia’s standalone program on digitization of PSD has been agreed for review.

⁴⁹[Documents.worldbank.org/en/publication/documents-reports/documentdetail/537091467993490904/uzbekistan-country-partnership-framework-for-the-period-fy16-20](https://documents.worldbank.org/en/publication/documents-reports/documentdetail/537091467993490904/uzbekistan-country-partnership-framework-for-the-period-fy16-20)

Figure 35: Regional level activities



6.1.2.1 The program "Digital Public Administration" of the Russian Federation⁵⁰

Under the Federal Project "Digital Public Administration" of the national program "Digital Economy of the Russian Federation", activities are being carried out on the Digital transformation of public and municipal services.

Key takeaways for regional level when designing Strategy Goals:

- A. Core principles of the program shall be considered and implemented, if possible, when designing Strategy.
- B. Opportunity of developing single biometric system shall be considered in order to reduce administrative barriers, save end-users' time.
- C. Introduction of E-government tools to simplify company registration, approvals and permits for better business environment.

6.1.2.2 EEU – Digital agenda 2025. Perspectives and Recommendations.⁵¹

The article was prepared together with the World Bank experts. The following can be considered as the main direction of creating the digital space: ensuring the strengthening of the processes of economic integration and international cooperation; co-building an enabling environment for the implementation of regional digital initiatives; creating a common digital infrastructure and digital platforms; digitalization of the leading economic sectors of the economy and union markets.

Mechanisms for the implementation of transformations in these areas include co-building an overall supportive regulatory framework, creating public-private partnerships to implement priority initiatives, establishing dialogue between all stakeholders in digital ecosystems, promoting the best digital practices and solutions.

Key takeaway: Digitization is the core basis for the further integration processes and development of interstate services within EEU.

6.1.3 National level activities

National level activities represent regulations and state programs prepared by the Uzbekistan's government in relation to public service provision. As for regulations, a series of legal and regulatory instruments have been issued since 2017. Regulations include the President's decrees as well as decrees of the Cabinet. Most of them mainly focus on legal aspects rather than strategic.

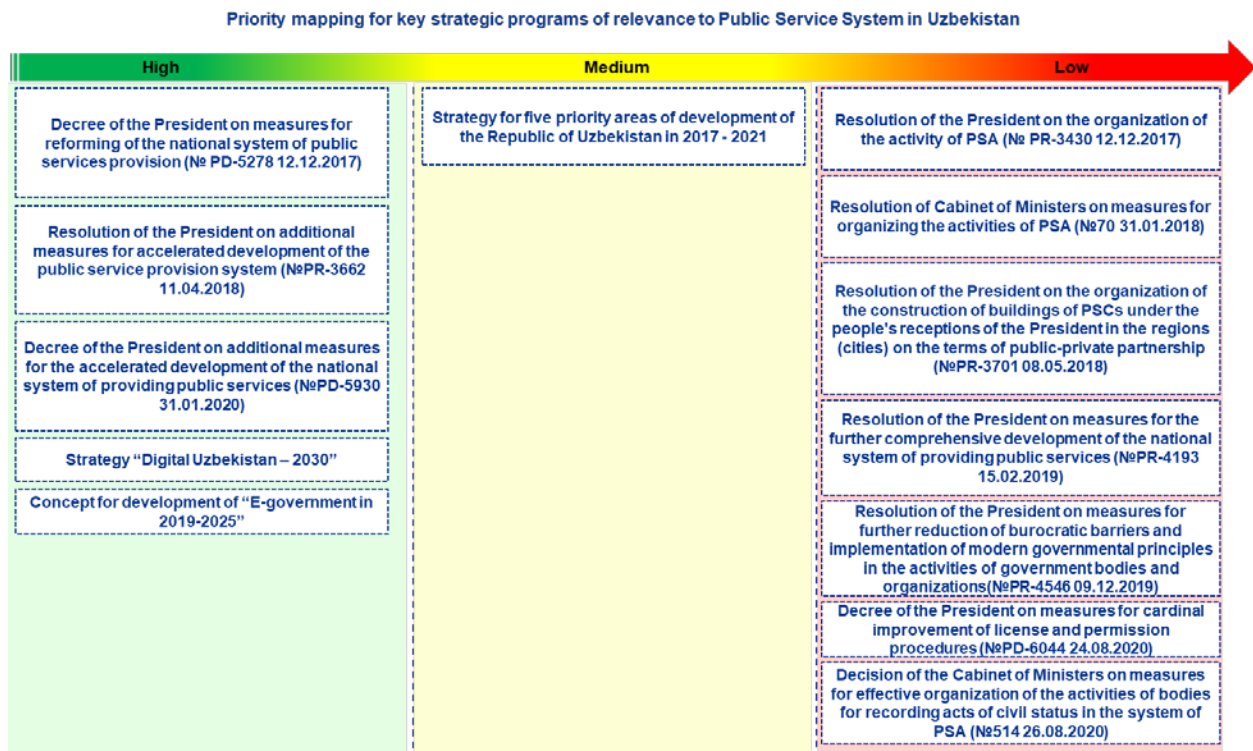
As for state programs, Digital Uzbekistan - 2030 the main program aimed at digitization of the republic was introduced in 2020.

Goals of each document has been analysed and ranked based on relevance, applying the same classification. Regulations and programs with high and medium impact are presented below.

⁵⁰ <https://digital.gov.ru/ru/activity/directions/484/>

⁵¹ http://www.eurasiancommission.org/ru/act/dmi/Pages/digital_agenda.aspx

Figure 36: National level activities



6.1.3.1 Regulations

3 regulation documents which set strategic objectives have been considered as high impact documents, namely - №DP-5278 12.12.2017, №DP-5930 31.01.2020, №RP-3662 11.04.2018.

6.1.3.2 Programs

Programs such as Strategy 2017-2022, Digital Uzbekistan – 2030 and E-government in 2019-2025 have been ranked as high impact programs since they influence social sector or development of e-government.

Key takeaways. The goals can be set in relation to facilitate the development of public services from regulations and programs analysed:

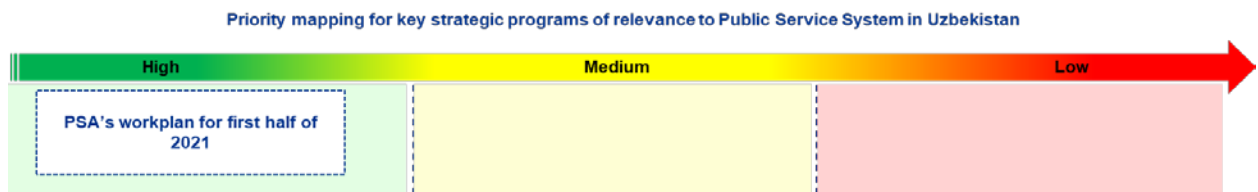
- A. Providing individuals and legal entities with a wide range of government services, including mobile (field);
- B. Raising the culture of citizens on the use of electronic public services, providing advice on basic skills in using the Single portal of interactive public services;
- C. Regularly informing the population of the relevant area about the public services provided.

6.1.4 Local level activities

Activities undertaken by PSA itself are considered as local level actions. Annually PSA issues workplans⁵² aimed at enhancement of public service provision based on operational needs. The goals set within the document were ranked as high since they have direct impact on PSA.

⁵² The PSA's workplan for the first half of 2021 was provided to the PSA via the Telegram app in the Uzbek language

Figure 37: Local level activities



6.1.4.1 PSA's workplan for first half of 2021

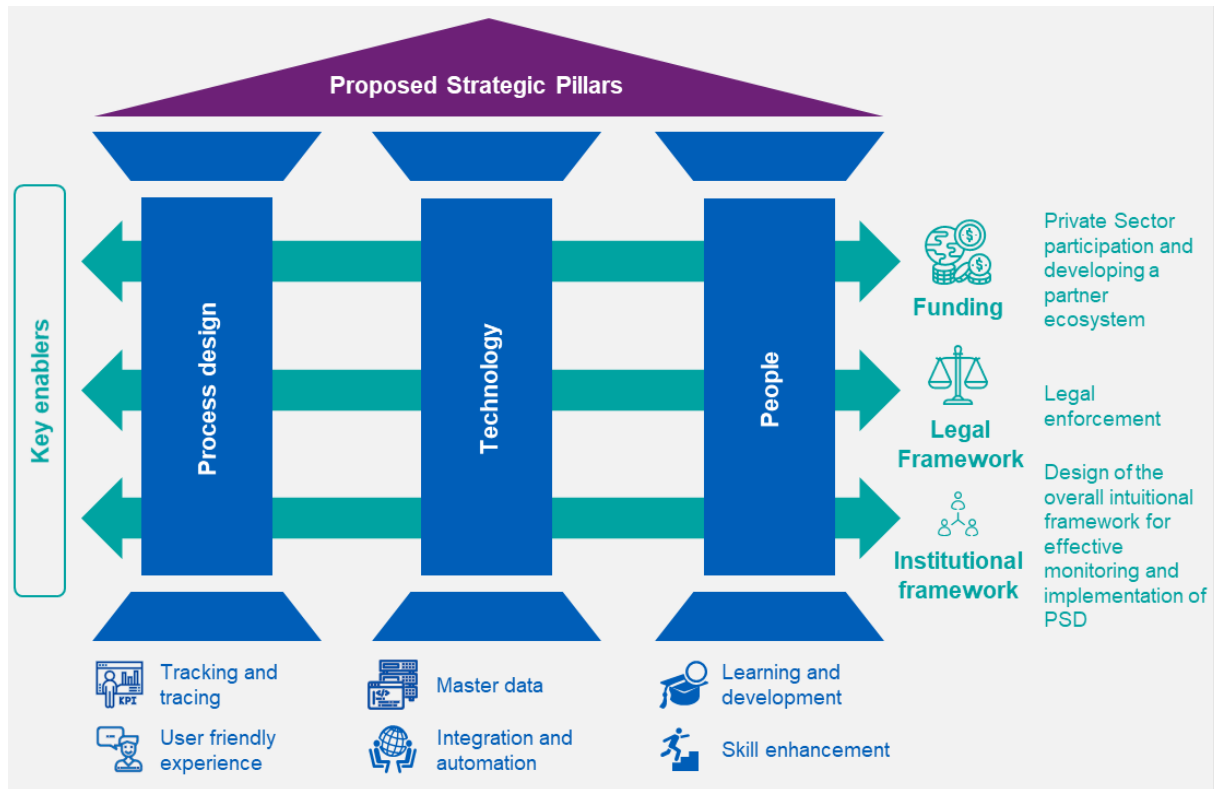
Key takeaways. PSA's activities for coming 6 months of 2021 cover the following areas:

- A. In the field of organizing the internal activities of territorial departments and Centers of public services;
- B. In the field of a unified implementation of the civil service in the field of rendering individuals and legal entities, the performance of civil service by eliminating unnecessary administrative offenses;
- C. Monitoring and assessing the effectiveness of the activities of state bodies and organizations in the provision of public services;
- D. In the field of participation in the development of unified approaches to the design, development, implementation and integration of information systems, resources and databases used in the provision of public services;
- E. In the field of upbringing and advanced training of personnel, improving legal awareness and culture;
- F. Studying the experience of advanced foreign countries in the field of attracting funds for technical assistance and grants.

6.1.5 Definition of Strategic pillars and enablers

Based on priority areas stated above and results of current state assessment, strategic pillars and enablers were developed. Those pillars and enablers form strong basis for the development of goals and objectives of Strategy for several reasons. Firstly, all relevant strategic programs existing have been assessed and their goals will be considered while making SGs and SOs for PSA. Secondly, current challenges and pain points identified during current assessment can be navigated and properly reflected in SGs and SOs. Thus, PSA's set of goals will be aligned with current activities and solve current issues of service delivery system.

Figure 38: Strategic pillars and enablers



Strategic pillars truly represent the essential dimensions for long-term success. Based on analysis carried the following pillars have been chosen:

1. Process design. For further successful development and enhancement public service provision across the country by improving end-users' experience;
2. People. Personnel's continuous learning & development opportunities;
3. Technology. IT solutions for better back-end performance.

Enablers are factors that enables an entity to execute its strategy efficiently and effectively, aligning the entity more closely with its objectives.

1. Institutional framework. Current framework as well as monitoring and assessing tools shall be considered when designing Strategy;
2. Funding. Possible Public sector involvement.
3. Legal framework. Required legal changes for putting Strategy into operation.

6.2 Development of Strategic Goals and Objectives

Strategic goals and objectives have been developed on the basis of conducted analysis of the current state of public services system. The conducted analysis covers assessment of 3 key short-listed processes.

6.2.1 Strategic Goal – Happy end user – monitoring the journey from beginning to end

Understanding what matters most to a diverse set of customers including vulnerable⁵³ category of people through the analysis of their behaviours and needs is the primary goal for the public service

⁵³ Vulnerable include people with disabilities, pensioners

delivery. Strategic objectives are developed based on the following end user experience drivers for the public services:

1. Reliability and transparency,
2. Accessibility,
3. Quality,
4. Improved time to decision and value for money,
5. Expertise.

To improve the whole customer journey, it is crucial to:

- a. understand the importance of these drivers to clarify and focus efforts internally and externally;
- b. identify where and when the most unpleasant end user moments occur to suggest initiatives for an intervention.

All the above have significant impact on the overall outcome, was designed with 'happy end user concept' in mind and could be achieved by successfully implementing the strategic objectives below.

6.2.1.1 Strategic Objective 1 – Business process optimisation and standardisation

To ensure service **reliability and transparency**, business processes standardisation for each service would need to be performed. The optimisation should be started with two end user frameworks for each service:

1. "I have a question" - ensuring that all frequently asked questions are tackled, and necessary improvements and suggestions are implemented;
2. "I apply" – eliminating the unnecessary steps in the whole process and finalising the process steps.

All of which will facilitate administrative procedures and processes such as standardisation and systematisation of planning, scheduling, performance management, and decision making.

Improving mechanism:

Business process improvement focuses on continuous improvement and long-term change. PSA shall consider starting by ironing out any bottlenecks in PSD. The five-step improvement mechanism designed to improve the overall efficiency can be applied:

1. Process understanding of the system and its various components, including front-end and back-end;
2. Identification of bottlenecks in the processes;
3. Execute the performance of the re-designed process based on the gaps identified;
4. Measure the success of the re-designed process through KPIs
5. Monitor the performance against the stipulated KPIs and constantly improve

To conclude, there is an opportunity to increase efficiency of PSD by improving business processes and standardisation.

6.2.1.2 Strategic Objective 2 – Achieving efficiency and greater transparency through an integrated e-governance platform

The development of the e-government platform is the logical next step in the development of e-government, which is a cornerstone in the state's strategy to make services more accessible, efficient and accountable to the end users.

In order to build an e-government platform. it is necessary to develop on two fronts:

1. Digitalization of the internal activities of government agencies;

2. Improvement of the channels of interaction (SPIPS portal (website, mobile app), etc.) between government agencies and the population.

Targets and indicators for Strategic Objective 2: Level of public satisfaction with the quality of self-received e-services

Improving mechanism:

1. In order to eliminate the direct interaction between government agencies and the population, transfer all public services to be provided through the Public Service Centre, excluding the possibility of submitting them to a state authority.
 - a. As a first step, only a standard application should be implemented in the system, with all documents handed over via courier. Followed by full implementation of optimized public service on SPIPS.
 - b. To implement a knowledge base for all public services for the providers of the Public Service Centre and the operators of the Single Contact Centre.
 - c. Combine into a single contact centre with division of tasks into three levels. Eliminate duplicate contact Centers (e-government centre, Uzinfocom)
2. Implementation of the "digital by default" principle, which means that information and various transactional services are available to all citizens without exception.
 - a. Develop and approve a framework for the provision of public information systems.
 - b. Fill the databases with historical data by digitizing data and as part of the application for public services.
 - c. Increase the communication of public services with private partners (banks, utilities, etc.) (optional)

6.2.1.3 Strategic Objective – Constant monitoring through measurable indicators

To ensure **high quality** of the service delivery, continuous scrutiny of the public service delivery is required as well as end user surveys that would reveal the areas of further improvements.

Targets and indicators for Strategic Objective 3. Examples of KPIs include:

Table 14: KPIs for front and back office management

KPIs	Front office	Back office	Both
Measurements such as processing time and the number of times an end user is handed off during a journey			+
Compliance of documents being uploaded	+		
Compliance in filling up the application for the service	+		
Overdue applications		+	
Rejection rate		+	

These metrics represent the underlying measures of performance that shape the customer experience.

Improving mechanism:

Introduction of clear KPI system.

In view of the current state assessments and considering the limited authority of the Agency controlling the main stakeholders, there is a clear need for the Agency to step up as a coordinator of KPIs. This

will be done by coordinating and collaborating with state organizations⁵⁴. In order to successfully implement this the Agency is expected to improve its operating model as well.

With the effective KPI mechanism established with state stakeholders, it is essential for the Agency to continue working on data integration and further automation. That is why the next opportunity is proposed for further services improvement bearing in mind the end user experience.

6.2.1.4 Strategic Objective 4 – Private sector participation bringing expertise and innovations

Private sector participation is a way to improve services provided in remote areas and vulnerable by providing **expertise** and innovations to the segments where population is most needed in modernisation of public service delivery:

- a. rural population should not be discriminated based on its location,
- b. vulnerable should be properly segmented considering their engagement with and experience of a service.

State Agencies should consider a broad set of demographic attributes, as well as behavioural factors, to deliver better services to more people. Thus, ensuring good **value for money**.

Improving mechanism:

To effectively engage the private sector and achieve greater inclusivity benefits, incentives need to be applied at policy/legal level.

At the policy level:

1. Providing a clear policy and legal / regulatory framework. Private sector benefits from greater clarity and stability where there is clear policy and guidance. Hence, a special checklist of policy issues to consider in ensuring that end-users get the services they need at a fair cost and with viable returns to private sector partners shall be developed.
2. Identifying incentives within the enabling environment. The legal / regulatory framework can identify incentives that can be used to ensure inclusivity is considered in public sector development. For example, granting subsidies to the private operators to enable them to offer concession fares (for selected groups, such as people with disabilities and the elderly).

To conclude, a careful planning is necessary to ensure anticipated results. The hypothesis of the analysis of the effects of the private sector involvement in the infrastructure of public services is that the PPP is not a panacea; it can be useful for Uzbekistan if the model is suitable to the country's conditions and there is a workable environment with the public sector, which accept its own responsibilities, and encourage competition.

6.2.1.5 Strategic Objective 5 – Digital and public services education

Learning about the service is one of the most difficult parts of the journey that is why it is so crucial to improve this initial point of contact for the end users.

Improving mechanism:

This can be done both directly and indirectly by collaborating with schools, institutes and relevant Ministries⁵⁵ and eventually will not only eliminate unnecessary steps in the process but save time for the end user in the customer journey.

Moreover, to further help the system to operate more efficiently the government is advised to have segmentation for the end users and prepare a dashboard with all necessary services people would

⁵⁴ Possible options for improving the institutional framework has been elaborated under Strategic Objective 7

⁵⁵ For example, Ministry of Education

need to receive in the respective timeline. For example, family with children, businessmen, international workers, elderly people⁵⁶ that would help to achieve higher satisfaction level as the service is looked through the end user experience and the end user is aware when it ought to be received.

6.2.1.6 Strategic Objective 6 – Human resource management in the PSCs and PSA

Frontline employees can provide a wealth of insight into the experience of the end users they engage on a daily basis—through both qualitative and quantitative feedback and the expertise of these people is of primary concern for the improvement of the public service delivery.

Improving mechanism:

The objective should also include performance reviews, training, certifications that will ensure sustainability of the organisation.

Regular trainings shall be planned, especially for newcomers. Training topics shall cover wide range of necessary areas, e.g. legal aspects of PSD, technical aspects when providing services and other hard skills as well as soft skills. Trainings shall be classified by levels to ensure continuous learning and development which is the core basis for constant enhancement of their acquired skills.

6.2.1.7 Strategic Objective 7 – Institutional framework and management structure of PSA

A clear institutional framework and management structure is necessary so that changes to public services delivery process can be successfully implemented. Hence there is a need to position PSA strategically in the overall framework.

Improving mechanism:

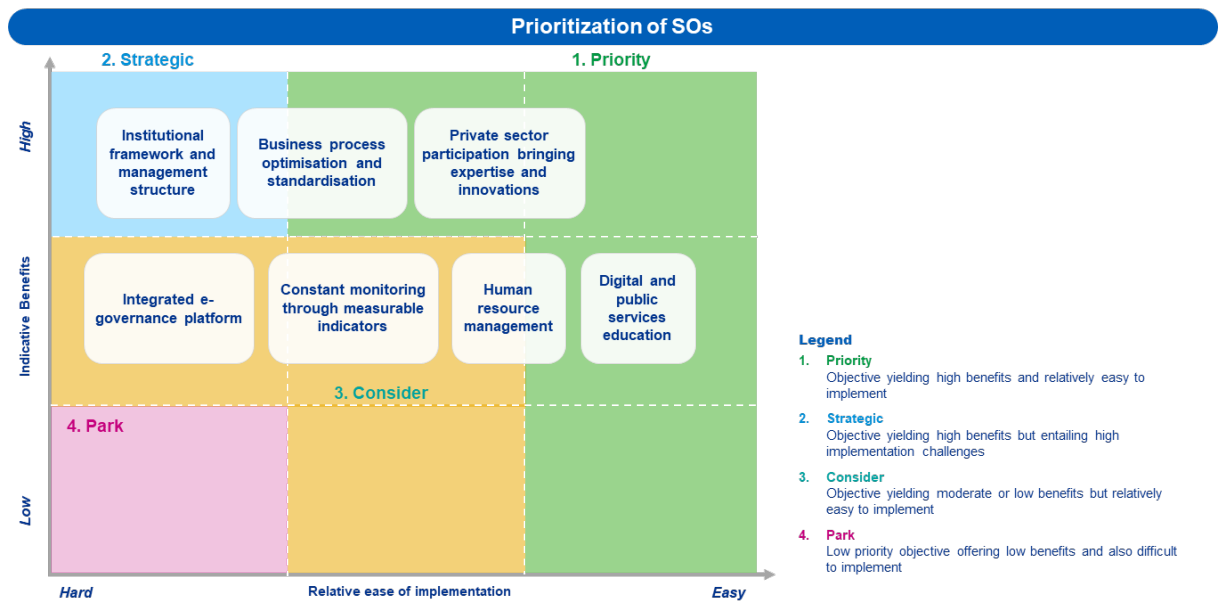
1. Carry out the detailed assessment of the existing institutional framework based on international benchmarks of similar organizations in Activity 2 – Strategy development to give a global scenario of potential options for improvement / consideration, as per the need. Potential options⁵⁷ for further consideration and exploration could as follows –
 - a. Option 1 – Improve the current institutional framework and reporting structure of PSA in order to ensure a better control and coordination with other Government entities for an effective implementation of PSD. This option may be considered as a “Quick Win” or an interim mechanism to ensure faster realisation of intended benefits
 - b. Option 2 – Potential re-structuring of the current institutional framework to enhance the authority and governance of PSA. Few of the frameworks which may be considered include – direct reporting under the Presidential Administration with accountability to the Oliy Majlis (Parliament of Uzbekistan) or any other similar structure per the feasibility for implementation
2. Discuss these draft scenarios / options based on this assessment with key stakeholders for deciding the way forward with the overall institutional framework and management structure of PSA.
3. When assessing possible options, the preference shall be given to the model which ensures best fit for PSA and its objectives in line with overall vision of a happy end user.

Approach applied, namely, linking and aligning operational needs with strategic programs ensures maximum coverage and maximum impact of goals set for enhancement of public service provision.

⁵⁶ An assumption, further analysis is required

⁵⁷ These are just options for further consideration and discussion and by no means shall be treated as final recommendations. Further analysis on the feasibility for implementation shall be elaborated in Activity 2 based on which final recommendations shall be provided

Figure 39: Prioritisation of Strategic Objectives for further enhancement of Public service delivery



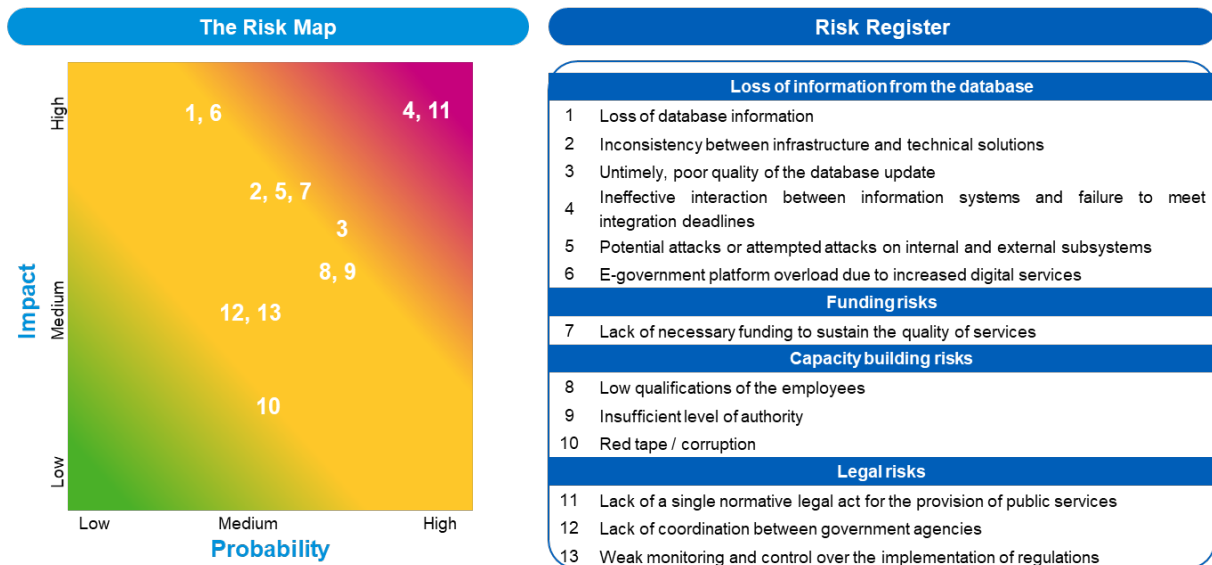
In order to ensure better realization towards achieving Agency's objectives the above figure shows a qualitative prioritization of the Strategic Objectives based on indicative benefits and relative ease of implementation.

7 Key risks and mitigations

Based on the in-depth analysis and evaluation of how the PSA can best address the challenges and problems facing public sector development in the Republic of Uzbekistan, a list of risks and mitigations were developed. Two important practices need to be implemented:

1. Risks identification and further assessment will help to prioritise, and address risks related to public services development.
2. Risks mitigation is a continuous process undertaken to identify potential risks at the early stage to reduce its possible effects.

Figure 40: Risk map and register



The red area is the area of risks that have a very high probability of realisation and (or) have significant impact

The yellow area is the area of risks with average probability of realisation and (or) the average potential impact

The green area is the area of risks that have a low probability of realisation and (or) do not have a significant impact

Source: interviews with Ministries of Construction and Development of Information Technologies and Communications, PSA, KPMG analysis

Table 15: Key risks and mitigation steps

	Risks	Mitigations
Technological risks	Loss of information from the databases	Ensuring data is backed up to different physical locations with defined and approved recovery plans.
	Inconsistency between infrastructure and technical solutions	<ol style="list-style-type: none"> 1. Approve the list of critical systems. 2. Approve information communication infrastructure requirements.
	Untimely, poor quality filling of the database with information	<ol style="list-style-type: none"> 1. Develop an e-government data architecture. 2. Identify reference data sources, storage genres and modes of transmission. <p>Digitize historical data in the following ways:</p> <ol style="list-style-type: none"> 1. internal digitization by government agencies, entering records into centralized databases from all regions; 2. the data about the document is entered by the consumer of public services, in case the database is not updated, it is verified by the employee of the public authority that issued the document.
	Ineffective interaction between the system and the external systems which are to be integrated, and failure to meet deadlines for integration with the information system	<ol style="list-style-type: none"> 1. Preparation, agreement and approval of common formats and technologies for data exchange and incorporation of the system's integrated points. 2. Critical evaluation carried out properly by all parties.
	Potential attacks or attempted attacks on internal and external subsystems	<ol style="list-style-type: none"> 1. Develop an information security policy, 2. manage information security risks (risk register) and 3. develop unified and documented plans for responding to IS incidents.
	Malfunctioning of the inter-agency platform taking into account the increase in the number of services provided in electronic form	<ol style="list-style-type: none"> 1. Improved compliance of infrastructure with technical solutions, 2. Effective communication and integration of services

	Risks	Mitigations
Funding risks	Lack of necessary funding to sustain the quality of services	<ol style="list-style-type: none"> 1. Involvement of private sector could be one of the solutions. However, the following measurements need to be monitored to ensure the positive impact of such involvement: <ul style="list-style-type: none"> – Social impact measurement – having the right baseline information to properly assess whether private funding might have a positive impact. – Evidence on what works – ensuring that the quality and availability of existing evidence on effective interventions is consistent and appropriate. – Aligning stakeholder interests – introducing private sector into well-coordinated social support systems, where provider’s capacity and trust is high, and risk is evenly distributed. 2. ‘Public service economy’ that refers to the mix of public, private, and not-for-profit providers who deliver public services. The international experience shows that in the UK, up to one-third of what government spends is delivered through independent providers. In a context of slower economic growth due to the COVID-19 impact needs to unlock the dynamism of the public sector through private sector involvement. This can be achieved in the regions where competition, contestability, and diversity in service delivery can generate value, improve productivity, foster innovation, and enhance accountability to the consumers of public services and to taxpayers. Operationalizing a public service economy approach requires government to pursue and adopt new forms of public-private partnerships (P3s) and new approaches to procurement, oversight, and risk.
Capacity building risks	Low qualifications of the employees	<ol style="list-style-type: none"> 1. A more proactive management of development opportunities for people is necessary. 2. The talent programme combined with involvement of international (and regional) organisations could help to bridge the gap of low qualifications through extensive trainings.

	Risks	Mitigations
	Insufficient level of authority	<p>A clear division of powers between the Ministries governing the development and implementation of public services would help the sustainability of the PSD.</p> <p>According to an international benchmarking analysis, the PSA's status could be potentially enhanced by assessing the following options⁵⁸ for an effective governance and implementation of PSD.</p> <ol style="list-style-type: none"> 1. Option 1 – Improve the current institutional framework and reporting structure of PSA in order to ensure a better control and coordination with other Government entities for an effective implementation of PSD. This option may be considered as a “Quick Win” or an interim mechanism to ensure faster realisation of intended benefits 2. Option 2 – Potential re-structuring of the current institutional framework to enhance the authority and governance of PSA. Few of the frameworks which may be considered include – direct reporting under the Presidential Administration with accountability to the Oliy Majlis (Parliament of Uzbekistan) or any other similar structure per the feasibility for implementation
	Red tape / corruption	<p>The following steps could minimise the number of bureaucratic procedures, hence corruption risks:</p> <ol style="list-style-type: none"> 1. Business processes optimisation as one of the Strategy objectives would eliminate unnecessary steps, thus reducing the bureaucracy level. 2. Improvement in the procurement practice, which is often the most bureaucratic procedure in an organisation, is advised based on the best practices of international organisations. 3. Outsourcing activities that could be done more efficiently by the private sector which possesses the necessary expertise and other resources.

⁵⁸ These are just options for further consideration and discussion and by no means shall be treated as final recommendations. Further analysis on the feasibility for implementation shall be elaborated in Activity 2 based on which final recommendations shall be provided

	Risks	Mitigations
Legal risks	Lack of a single regulatory legal act regulating relations arising in connection with the provision of public services, defining the entire system and structure of public services (principles of provision of public services, rights and obligations of recipients of services and authorized state bodies, requirements for administrative regulations and organization of the provision of services and other questions).	Development and adoption of a single regulatory legal act in the form of a law regulating all issues arising in connection with the provision of public services. Such laws were adopted in Russia "On the organization of the provision of state and municipal services" dated July 27, 2010 N210-FZ and Kazakhstan dated April 15, 2013 No. 88-V "On state services". The adoption of such an act will make it possible to establish a unified approach to the provision of public services, to introduce uniform criteria in the organization of public services, to clearly delineate the powers of state bodies in the field of public services, to improve the procedures for the provision of public services, including those provided in electronic form, as well as to speed up the process of synchronization between government agencies.
	Lack of coordination between state bodies	Creation of separate departments for analysing and monitoring the efficiency of the system of public services within the structure of the Ministry of Justice and its territorial departments in the short-run.
	Weak monitoring and control over the implementation of regulatory legal acts	Based on international experience and legal analysis, the following options are proposed: <ol style="list-style-type: none"> 1. Option 1 - Increase in the number of staff in the Departments responsible for control over the provision of public services by state bodies of the PSA and its territorial departments in the short-run. 2. Option 2 - Process improvements to ensure more efficient control mechanism that could be achieved through digital solutions covered in Technology section, outsourcing to private firms, public participation through an open platform in the long-run.

8 Appendices

8.1 Scoring mechanism and its calculation for identifying three key services

The formula for selecting key services are the following:

<p>Arithmetic formula = Σ (Service coverage \times 15%; Number of applications \times 25%; % of unsatisfied / overdue applications \times 25%; Socio economic impact \times 10%; Service digitization \times 15%; Legal aspects \times 10%)</p>
<p>For convenience, the same formula in Excel can be expressed using SUMPRODUCT function:</p>
<p>Excel formula = SUMPRODUCT (all scoring criteria, scoring weights)*100</p>

Table 16: Selection of the services in Ministry for Development of Information Technologies and Communications of the Republic of Uzbekistan

№	Service name	Scoring criteria						Total
		Service coverage	Number ⁵⁹ of requests per year / month	% of unsatisfied / overdue ⁶⁰ requests	Socio economic impact	Is a service digitised and a satisfaction survey integrated?	Legal aspects	
1	A new license for the design, construction, operation and services of telecommunication networks	0	0	0	1	0	0	10= ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
2	The license for the provision of the service provider data	0	0	0	1	0	1	20= ROUND(SUMPRODUCT(all

⁵⁹ Number of eligible end-users in Uzbekistan is equal to ~12M

⁶⁰ shows inefficiency of the process, if the share of total requests / (overdue + annulled + denied requests) is >XX%

	networks without the right to create its own network							scoring criteria, scoring weights)*100,0)
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Note for both services:

1. both services are available in any area of the country,
2. less than 10K requested between 2017-2020,
3. less than 30% overdue requests,
4. target the overall country strategy,
5. requires legal change as per the analysis in 3.2.4.2 and 3.2.5.1.

Table 17: Selection of the services in Ministry of Construction of the Republic of Uzbekistan

#	Service name	Scoring Criteria						Total
		Service coverage	Number of requests per year / month	% of unsatisfied / overdue requests	Socio economic impact	Is a service digitized and a satisfaction survey integrated?	Legal aspects	
1	Acceptance into operation of buildings and structures completed by construction (reconstruction) (for the operation of an object that is not an object of individual housing construction)	0.00	0.50	1.00	1.00	0.00	0.00	45 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
2	Development of an architectural and planning task	0.00	0.50	0.00	1.00	0.00	0.00	20 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
3	Permission for redevelopment and reconstruction of the object	0.00	0.50	1.00	1.00	0.00	0.00	33 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)

#	Service name	Scoring Criteria						Total
		Service coverage	Number of requests per year / month	% of unsatisfied / overdue requests	Socio economic impact	Is a service digitized and a satisfaction survey integrated?	Legal aspects	
4	Approval of design and estimate documentation for individual housing construction (reconstruction)	0.00	0.50	1.00	1.00	0.00	0.00	33 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
5	Notification of the start of construction and installation works	0.00	0.50	1.00	1.00	0.00	0.00	33 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
6	Submission of an application for approval of design and estimate documentation	0.00	1.00	0.00	1.00	0.00	0.00	8 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
7	Approval of changes in the appearance of buildings and structures	0.00	1.00	1.00	1.00	0.00	0.00	33 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
8	Obtaining a new license for the right to carry out activities for the development of architectural and urban planning documentation	0.00	1.00	0.00	1.00	0.00	0.00	8 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
9	Reissue of a previously issued license for the right to carry out activities for the development of architectural and urban planning documentation	0.00	1.00	0.00	1.00	0.00	0.00	8 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)

#	Service name	Scoring Criteria						Total
		Service coverage	Number of requests per year / month	% of unsatisfied / overdue requests	Socio economic impact	Is a service digitized and a satisfaction survey integrated?	Legal aspects	
10	Submission of an application for a certificate for the right to carry out activities for the examination of construction projects	0.00	1.00	0.00	1.00	0.00	0.00	8 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
11	Submission of an application for the reissue of a certificate for the right to carry out activities for the examination of construction projects	0.00	1.00	0.00	1.00	0.00	0.00	8 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
12	Submission of an application for the examination of design solutions for the compliance of objects with the requirements of fire safety and earthquake resistance	0.00	1.00	0.00	1.00	0.00	0.00	8 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)

Note for service:

1. services are available in any area of the country,
2. less than 10K requested between 2017-2020,
3. less than 30% overdue requests,
4. targets the overall country strategy

Table 18: Selection of the services in Cadastral Agency under the State Tax Committee of the Republic of Uzbekistan

#	Service name	Scoring Criteria						Total
		Service coverage	Number of requests per year / month	% of unsatisfied / overdue requests	Socio economic impact	Is a service digitized and a satisfaction survey integrated?	Legal aspects	
1	Obtaining a certificate of the area of the living space.	0.5	1	0	1	0.5	1	35 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
2	Obtaining a decision on the transfer of residential premises to the category of non-residential.	0.5	0.5	0.5	1	0.5	1	60 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
3	State registration of the lease agreement for buildings and structures.	0.5	1	0	1	0.5	1	35 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
4	Acceptance into operation of buildings and structures completed by construction (reconstruction) (for the object of individual housing construction).	0.5	0	0	1	0.5	1	35 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
5	Application of State registration of rights to real estate	0.5	0	0	1	0.5	1	85 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
6	Getting a certificate of the presence/absence of your own housing.	0.5	0	0	1	0.5	1	35 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)

#	Service name	Scoring Criteria						Total
		Service coverage	Number of requests per year / month	% of unsatisfied / overdue requests	Socio economic impact	Is a service digitized and a satisfaction survey integrated?	Legal aspects	
7	Registration of the cadastral passport.	0.5	0	0	1	0.5	1	35 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)
8	State registration of rights to restrict the use of someone else's land (easement).	0.5	1	0	1	0.5	0	50 = ROUND(SUMPRODUCT(all scoring criteria, scoring weights)*100,0)

Note for service:

5. services are available in any area of the country,
6. less than 10K requested between 2017-2020,
7. less than 30% overdue requests,
8. targets the overall country strategy.
9. Requires legal changes as per analysis presented in 3.2.4.3

8.2 Current state of three processes

8.2.1 Process design

Current state for above said three processes -

1. Accessibility of service:
 - a. Service can be provided on offline basis through visiting the PSC or online through the SPIPS;
 - b. The PSA's central office is in Tashkent;
 - c. In each region there are centers and mobile buses;
 - d. Low public interest in obtaining services through PSC (According to high-level indicative assessment interest of obtaining services through PSC in Uzbekistan was 21.2%⁶¹ for the first 7 months of 2019, while in Kazakhstan the percentage of interest for the same period was 113.5%⁶²)
 - e. In 7 months of 2019, only 22%⁶³ of all population of Uzbekistan (7.3 million) received public services through PSC;
 - f. 5%⁶⁴ of all population of Uzbekistan (1.6 million) received public services through PSC in peak period of 2019 (April, highest Karakalpakstan Region – 121,735 requests);
 - g. 2%⁶⁵ of all population of Uzbekistan (0.7 million) received public services through PSC on low season of 2019(July, lowest Jizzakh Region – 20 068 requests);
 - h. Average number of end users serviced in all PSC services – 3,459 per day (based on analysis of data for the first 7 months of 2019, see Table 23);
 - i. Average number of end users serviced in one PSC – 247 per day (see Table 23);
 - j. Each PSC workload rate – ~50%⁶⁶ (if suggest that each center has 15 working desks, 15 minutes for each request)
2. Operations and Processes:
 - a. Application is processed further only after confirmation of payment of the fee.
 - b. Each front-end counter caters to provision of all the services with no segmentation (for example either by line of service or providing entities).
- 3 Currently, only 5 KPIs are expected to be implemented to PSA March 2021 (see Figure 4)

8.2.2 Technology

8.2.2.1 Service 1 – The commissioning of completed construction (reconstruction) facilities

1. IT capabilities:
 - a. Lack of integration with other agencies. Since the latter do not have their own electronic systems. They interact in a traditional way⁶⁷;

⁶¹ Source: Internal analysis of statistics (for the first 7 month of 2019)

⁶² Source: Internal analysis of statistics (for the first 7 month of 2019)

⁶³ Source: Internal analysis of statistics (for the first 7 month of 2019)

⁶⁴ Source: Internal analysis of statistics (for the first 7 month of 2019)

⁶⁵ Source: Internal analysis of statistics (for the first 7 month of 2019)

⁶⁶ Source: Internal analysis of statistics (for the first 7 month of 2019)

⁶⁷ For example, according to interview with Ministries, Ministry of Finance of Uzbekistan maintains a database on the status of a citizen (vulnerable citizens), but it is necessary to attach this document to the MyGov or bring this document to PSC

- b. There is a limit on the amount of data downloaded via the Internet⁶⁸.
2. Services in the architectural area are provided through the Transparent Construction platform.
3. The databases of ministries and agencies for the provision of public services have not been digitized.
4. There is no automatic submission of the application to the authorized body after completing the application.

8.2.2.2 Service 2 – Provision of licence to a network service provider without the right to create its own network

1. IT capabilities:
 - a. Lack of integration between MITC and the Single Portal for Interactive Public Services
2. The databases of ministries and agencies for the provision of public services have not been digitized

8.2.2.3 Service 3 – Application of State registration of rights to real estate

The cadastral passport is registered with the cadastral agency through the SPIPS. An application for registration of real estate is submitted to the SPIPS. The registrar enters the 1C system, checks the correctness of completing the necessary documents and registers real estate in the absence of errors. The cadastral passport is registered on the rights holder, who has the identification number, or the personal number of the individual.

8.2.3 Regulatory and Legal

8.2.3.1 Service 1 – The commissioning of completed construction (reconstruction) facilities

The scope is governed by the following regulations:

1. Administrative Regulations on the Provision of State Services on the Commissioning of Buildings and Structures Completed by Construction (Reconstruction), approved by RCM No. 370 (Regulations) of 18.05.2018 - in respect of all buildings and structures, except buildings and structures related to state secrets of the Republic of Uzbekistan, objects of state significance included in the state development programs of the Republic of Uzbekistan, and individual residential buildings under standard projects;
2. Regulations on the procedure for the performance of individual housing construction with the participation of the engineering company Kishlok Kurilish Invest, approved by RCM No. 280 of 26.10. 2009 - in respect of housing in rural areas on the basis of standard projects involving the engineering company Kishlok Kurilish Invest;
3. Regulations on the Procedure for Organizing the Construction, Distribution, Operation, Maintenance and Repair of Official Residential Buildings for Heads of Local Executive Bodies, approved by RCM No. 299 of 19.05.2017 - in respect of official residential buildings for heads of local executive bodies;
4. SHNK 3.01.04-04 "Commissioning of facilities completed by construction," approved by Order No. 81 of the State Committee on Architecture and Construction of the Republic of Uzbekistan of 25.12.2003.

⁶⁸ Observed application for the commissioning of facility completed by construction (reconstruction) where the size of the uploaded documents exceeds the prescribed limit of 5 Mb (see Figure 59)

The procedure for the commissioning of housing in rural areas on the basis of standard projects, as well as office housing for local heads of executive authorities, does not stipulate the provision of state services through the PSC.

In accordance with the Decree of the President of the Republic of Uzbekistan No. DP-5278 of 12.12.2017 "On Measures to Fundamentally Reform the National System of Public Services to the Public" stipulates the provision of state services on the commissioning of a facility completed by construction (reconstruction) on the "one-stop-shop" principle exclusively through PSA

In accordance with Decree of the President of the Republic of Uzbekistan No. DP-5577 of 14.11.2018 On Additional Measures to Improve State Regulation in the Sphere of Construction and RCM No. 496 of 20.08.2020 On the Approval of Administrative Regulations on the Performance of State Construction Control at Facilities and the Classification of Categories of Danger of Facilities, the composition of participants in the commissioning process of completed facilities completed (except for objects financed by state procurement entities) has been increased and includes:

- a. Construction Control Inspectorate;
- b. cadastral authorities;
- c. representatives of the client;
- d. contractor (general contractor);
- e. territorial bodies of state sanitary supervision;
- f. territorial bodies of state fire supervision.

The following regulations are designed to reduce bureaucratic construction procedures before and after the commissioning of completed facilities:

- a. Resolution of the President of the Republic of Uzbekistan No. RP-4160 of 5.02. 2019 "On Additional Measures to Improve the Rating of the Republic of Uzbekistan in the annual report of the World Bank and the International Financial Corporation "Doing Business" introduced a procedure for simultaneously issuing an extract from the certificate of state registration of rights to a real estate with a protocol of acceptance for operation of buildings and structures completed by construction;
- b. Resolution of the President of the Republic of Uzbekistan dated 26.08. 2019 No. RP-4427 "On Measures to Further Improve the Procedures for Granting Free Land Plots for Non-Agricultural Purposes and Performing Architectural and Construction Work" (hereinafter the "RP-4427") - the procedure for preparing the cadastral file of buildings and structures completed by construction prior to their commissioning has been introduced;
- c. Administrative Regulations on the Provision of State Services on the Issue of a Cadastral Passport of Immovable Property approved by RCM No. 535 of 2.09. 2020 (RCM No. 535) - the procedure for the simultaneous issue of a cadastral passport, a protocol on the commissioning of objects and an extract from the register on state registration of immovable property has been introduced.

On the basis of the following acts of the President of the Republic of Uzbekistan , the requirements on construction facilities were introduced prior to their commissioning:

- a. Decree of the President of the Republic of Uzbekistan No. DP-5577 of 14.11.2018 On Additional Measures to Improve State Regulation in the Sphere of Construction - requiring housing construction facilities to be equipped with energy-efficient and energy-saving equipment and obtain an energy audit passport prior to their commissioning;
- b. The Resolution of the President of the Republic of Uzbekistan No. RP-4329 of 22.05.2019 "About measures for acceleration of development of telecommunication infrastructure in the settlements of the Republic of Uzbekistan" is the requirement to public, industrial, residential,

office buildings and constructions (except those on which the design and estimate documentation is approved until 1.07.2019), on leading of engineering and communication infrastructure (to the cable sewerage, low-current cable mines, the areas and infrastructure for placement of the telecommunication equipment);

- c. Resolution No. RP-4351 of 4.06.2019 of the President of the Republic of Uzbekistan on Additional Measures to Improve the Efficiency of Work in the Field of Human Settlements Improvement - a requirement to improve the surrounding area.

Resolution of the President of the Republic of Uzbekistan No RP-4586 of 5.02.2020 On Measures to Fundamentally Improve the Quality of Construction and Assembly Work and Improve the System of Control over Construction stipulates the gradual cancellation of the procedure for the commissioning of facilities completed by construction, by introducing the procedure for issuing permits for their operation by the Construction Control Inspectorate and its territorial inspectorates:

- a. for low-risk items irrespective of sources of financing - starting from 1.05 2020;
- b. for objects financed from funds of state procurement subjects - from 1.01 2022;
- c. for items financed from other sources - starting from 1.01 .2021.

Decree of the President of the Republic of Uzbekistan No. DP-6044 of 24.08.2020 "On Measures to Fundamentally Improve Licensing and Permit Procedures" abolished the commissioning of completed construction:

- a. new enterprises related to the use of water resources and the release of drainage water;
- b. sports and recreation or sports facilities.

According to the Resolution of the President of the Republic of Uzbekistan No. RP-4464 of 20.01.2019 "About measures for widespread introduction of information and communication technologies in the field of construction" it is provided functioning since 1.01.2021. The national information system "Transparent Construction" throughout the Republic of Uzbekistan in real time and since 1.03.2020 Geoportal's start "The state town-planning inventory of the Republic of Uzbekistan" with opportunities of maintaining the state town-planning inventory and providing to the public town-planning documents and information online.

In accordance with RCM No. 732 of 19.11.2020 "On Measures for the Further Development of Information Systems and Geographic Information Technologies in the Construction Industry" of 2020 stipulates digitalization of the state service on the commissioning of buildings and structures completed by construction (reconstruction) until April 2021.

8.2.3.2 Service 2 – Provision of licence to a network service provider without the right to create its own network

The scope is governed by the following regulations:

1. Regulations on Licensing of Activity in the Field of Telecommunications, approved by RCM of the Republic of Uzbekistan No. 458 of 22.11.2000 - determines the procedure for licensing the provision of services by a data network provider, without the right to create its own network;
2. Regulations On the Procedure for Regulating the Interconnection of Internet Service Providers on Data Transmission Networks, approved by Order No. 374 of 12.11.2004 of the General Director of the Uzbekistan Communications and Informatization Agency (reg. No. 1423 of 18 November 2004) - determines the procedure for regulating the interconnection between Internet service providers and data network operators on data networks of the Republic of Uzbekistan and establishes requirements on data network interconnections, and also defines the term "Internet service provider";

3. Rules for the provision of telecommunications services approved by Order No. 208-mx of the Minister for the Development of Information Technologies and Communications of the Republic of Uzbekistan 30.06.2020 (reg. number 3275 of 30 June 2020) - determine the rules for providing services to a data network provider, including the Internet, through networks of data operators, without the right to create a proprietary network.

In accordance with paragraph 54 of the List of state services to be gradually implemented in 2018-2020, provided exclusively through the Public Services Centers, the procedure for licensing the provision of services by a data network provider, approved by No. RP-2750 of 01.02.2017, without the right to create its own network, has been performed exclusively through PSC since 2018.

The following regulations are designed to reduce bureaucratic licensing procedures for the provision of services to a data network provider without the right to create a proprietary network:

4. In accordance with the Decree of the President of Republic of Uzbekistan No. DP-5409 of 11.04.2018 On Measures to Further Reduce and Simplify Licensing and Permit Procedures in the Sphere of Business Activity, as Well as to Improve Business Conditions:
 - a. Design of telecommunications networks
 - b. Construction of telecommunications networks
 - c. Operation of telecommunications networks
 - d. Provision of telecommunication network services - combined into "Design, construction, operation and provision of telecommunications network services."
 - e. Measures to reduce and simplify procedures determine the reduction in the number of submitted documents by eliminating the requirement for submission by the applicant:
 - f. copies of the certificate of state registration of the legal entity;
 - g. regulatory documents necessary for the performance of design and construction work;
 - h. reports of the relevant authorities on compliance with the requirements of sanitary and fire safety standards;
 - i. copies of a diploma on higher education and a labor book of specialists on the design and construction of telecommunications networks.

8.2.3.3 Service 3 – Application of State registration of rights to real estate

The state registration body for immovable property rights is the territorial divisions of the State Committee on Land Resources, Geodesy, Mapping and State Registry. Refusal of state registration of the right to real estate or transactions therewith or violation of registration deadlines may be appealed in court. An independent mechanism for the pre-trial resolution of disputes arising from the state registration of real estate rights is stipulated by the creation of commissions under the State Committee of the Republic of Uzbekistan on Land Resources, Geodesy, Mapping and State Registry, state enterprises of land administration and real estate registry of the Republic of Karakalpakstan, regions and Tashkent.

The state registration of rights to real estate is performed at the location of the real estate item on the basis of the application of the rights holder. At the same time, for state registration of title and other rights in rem performed on the basis of information of organizations, an application on state registration of rights to an item of real estate is not required.

Extracts from the State Register issued in electronic form and extracts issued in hard copy have equal legal force.

Legal entities and individuals that own or have proprietary rights to the property, or their authorized persons within one month from the date of their appearance, transfer, restriction and termination of

title and other proprietary rights to an item of real estate or changes in the legal position of an item of real estate shall apply for state registration of rights to the item of real estate with the attachment of title documents indicated in the Regulations (RCM No. 1060), to the Centers or via the Unified Portal of Interactive State Services, and in case of drafting a mortgage and registration of a mortgage agreement - to the body performing state registration of rights to an item of real estate;

The application specifies the type of real estate item, the right to be registered with the state, the name of the real estate item to which the cadastral file was prepared or re-registered, and the date of its preparation (if any). Together with the application, a document on the payment of a fee for registration of the right to an item of real estate is submitted.

Within one hour of completing the application, the Center sends it to the body performing state registration of rights to the real estate.

During the initial formation of the cadastral-file, an inventory of real estate items shall be performed by the state registration body on a field visit. As a result of the formation of the cadastral file, a cadastral passport is issued.

The procedure for granting a cadastral passport and the form of the cadastral passport shall be determined by the State Committee of the Republic of Uzbekistan on Land Resources, Geodesy, Mapping and the State Cadastral Register. A technical inventory of an item of real estate is performed by the state registration body at the request of individuals or legal entities. Applications are accepted via the Internet or Public Service Centers. If documents certifying the right to an item of real estate are available, the registrar shall perform state registration of the right to the item of real estate within two working days from the date of receipt of the documents. If there are minor technical deficiencies in the submitted documents and it is possible to eliminate them or additional documents are required, the registrar shall within one day decide to suspend registration for a period of up to three working days and send the decision to the Center or the relevant organization.

After receiving a decision from the state registration body on the suspension of registration of the right to the real estate, the center or organization notifies the legal entity or individual within one hour of the submission of documents with the elimination of the indicated shortcomings.

When submitting documents with elimination of the indicated shortcomings, the state registration of the right to the real estate is performed within two working days from the date of submission of the documents.

When considering amended documents, the refusal of state registration of rights to an item of real estate on new grounds not previously indicated in the notice on refusal of state registration is prohibited. rights, except in the event of a prohibition or seizure by the authorized authorities on an item of real estate.

If the defects indicated in the notification have not been eliminated within three working days after the notification, the state registration body shall, within two working days, take a decision on the refusal to state register rights to the real estate, as notified in writing by the center or the relevant organization.

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8.3 List of legal acts reviewed

8.3.1 Public Service Delivery

Table 19: List of legal documents reviewed for legal aspects analysis

No	No. and date of regulation	Name	Comment
1	No. LRU-457 of 8.01.2018	Law of the Republic of Uzbekistan "On Administrative Procedures"	Defines the general rules for regulating relations in the area of administrative procedures. The Law applies to administrative and legal activities of administrative authorities with respect to interested parties, including licensing, permit, registration procedures, procedures related to the provision of other state services, as well as other administrative and legal activities in accordance with the law
2	22.09.1994	Administrative Liability Code of the Republic of Uzbekistan	Article 215 ⁵ stipulates that the liability for violation of the legislation in the sphere of provision of state services, expressed in the refusal to accept the applicant's application, violation of the procedure and deadlines for considering applications when providing state services, requesting documents from the applicant that are not stipulated by the legislation, and failure to comply with the legal requirement (instructions) of the authorized state agency in the sphere of provision of state services.
3	No. DP-5278 of 12.12.2017	Decree of the President of the Republic of Uzbekistan No. DP-5278 of 12 December 2017 On Measures to Fundamentally Reform the National System of Public Services	The areas of fundamental reform of the national system of public services have been determined. The PSA has been set up and its main tasks have been determined.
4	No. RP-3430 of 12.12.2017	Resolution of the President of the Republic of Uzbekistan On the Organization of the Activity of a Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan	The organizational framework of the PSA (structure, PSC structure, sources of financing, rights) has been determined.

№	No. and date of regulation	Name	Comment
5	No. RP-3662 of 11.04.2018	Resolution of the President of the Republic of Uzbekistan On Additional Measures to Accelerate the Development of the System of Provision of Public Services	<p>The main tasks of ministries and departments and other authorized bodies providing state services are stipulated:</p> <ul style="list-style-type: none"> – accelerated development and implementation of information and communications technologies, taking into account ensuring a unified technological approach to the creation of information systems and information resources in order to further unify and automate the processes of providing public services; – further accelerated implementation of measures to digitize the archive fund of ministries and agencies and provide access to relevant information resources; – reengineering of business processes on all provided state services included in the unified register of state services, with ensuring significant optimization of forms and forms, fundamental reduction of procedures when providing state services and deadlines for their provision; – ensuring unconditional, timely and high-quality performance by employees involved in the provision of public services of their job duties, strengthening their responsibilities, increasing their skills and culture of work in accordance with modern requirements, and introducing mechanisms for objective assessment of their work; – implementation of measures to consolidate efforts and increase the responsibility of state bodies and organizations involved in the provision of public services in solving problems based on their assigned tasks and functions; – priority use of extra-budgetary funds for development and improvement in accordance with the established requirements of information systems, software products, databases, implementation of electronic public services.

№	No. and date of regulation	Name	Comment
6	No. RP-4193 of 15.02.2019	Resolution of the President of the Republic of Uzbekistan On Measures for the Further Comprehensive Development of the National System of Public Services	<p>Since 1.06 2019 this document has been established. the procedure pursuant to which:</p> <ul style="list-style-type: none"> – individuals and legal entities have the right to receive state services in PSC on an extra-territorial basis, regardless of the place of permanent (temporary) residence of citizens and the postal address (location) of legal entities; – when applying for state services through the SPIPS, state duty, duties and other payments shall be paid in the amount of 90 percent of the amount paid when applying through the PSC or directly to the bodies providing the services; – part of the amount of state duties, duties and other payments for state services provided through the SPIPS to be transferred to the extra-budgetary fund of the PSA reduced from 20 to 10 percent, with a proportionate distribution of the funds to be released to other recipients; – State bodies and organizations providing public services shall enter information necessary for the provision of public services according to the list determined by the Ministry of Justice of the Republic of Uzbekistan together with the National Agency for Project Management under the President of the Republic of Uzbekistan into their databases and information systems in electronic form to form electronic databases.
7	No. 378 of 30.12.2018	Resolution of the Cabinet of Ministers "On Measures to Further Improve the Activity of the Government Portal of the Republic of Uzbekistan on the Internet, Taking into Account the Provision of Interactive State Services."	Determines the status of the SPIPS.

№	No. and date of regulation	Name	Comment
8	No. 120 of 13.05.2015	Resolution of the Cabinet of Ministers "On Measures to Further Improve the Procedure for Providing State Services and Interdepartmental Information Cooperation between State Bodies and Other Organizations."	<p>This Act has approved:</p> <ul style="list-style-type: none"> – Regulations on the Procedure for Forming and Maintaining the Unified Register of State Services, Forms and Forms; – Regulations on the Procedure for Interdepartmental Information Interaction between State Bodies and Other Organizations in the Process of Provision of State Services.
9	No. 184 of 02.06.2016	Resolution of the Cabinet of Ministers "On Measures to Improve the Procedure for Providing Electronic Public Services."	<p>This document approved the Regulations on the Implementation of Measures to Improve the Procedure for Providing Electronic Public Services.</p> <p>A procedure has been introduced pursuant to which:</p> <ul style="list-style-type: none"> – improvement of the procedure for providing electronic state services includes mandatory unification of documents of state bodies; – implementation of e-government services is performed through mandatory implementation of measures to improve the procedure for their provision; – information systems created as a result of measures to improve the procedure for providing electronic public services should be integrated with the SPIPS; – the implementation of measures to improve the procedure for providing electronic state services is ensured by state bodies and other organizations providing electronic state services on a permanent basis, as well as by the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan.
10	No. 353 of 20.10.2016	Resolution of the Cabinet of Ministers "On the Approval of the Methodology for Assessing the Quality of Provision of Electronic Public Services."	This document approved the Methodology for Assessing the Quality of Provision of Electronic State Services to State and Business Administration Bodies, Local State Authorities and Other Organizations.

№	No. and date of regulation	Name	Comment
11	No. 239 of 25.04.2017	Resolution of the Cabinet of Ministers. On the Approval of the Schedule for the Phased Implementation of State Services Provided Exclusively through Single Window Centers for the Period 2018-2020 Years.	This Act approved a schedule for the phased implementation of state services provided exclusively through PSC for the period 2018 - 2020 years.
12	No. 728 of 15.09.2017	Resolution of the Cabinet of Ministers "On Measures to Improve the Procedure for Providing Electronic Public Services through the Unified Portal of Interactive Public Services of the Republic of Uzbekistan."	<p>This document approves the Regulations on SPIPS. It has been established that: The Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan is the authorized body for assessing the demand for state services for further implementation on the SPIPS; the most demanded public services, determined based on the assessment of the demand for public services, are being introduced on the SPIPS;</p> <p>The Center for the Development and Implementation of Computer and Information Technologies "Uzinfocom" of the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan is the unified integrator of the implementation and technical support of electronic state services on the SPIPS;</p> <p>On a contractual basis, business entities, together with state and business management bodies, local government bodies and other organizations providing public services, participate in the implementation of demanded electronic public services on SPIPS and official websites.</p>
13	No. 70 of 31.01.2018	Resolution of the Cabinet of Ministers of the Republic of Uzbekistan "On the Organization of the Activity of the Agency for State Services under the Ministry of Justice of the Republic of Uzbekistan"	Regulations on PSA that determine the status, main tasks, functions, rights, responsibility and procedure for organizing activity have been approved

№	No. and date of regulation	Name	Comment
14	No. 348 of 10.05.2018	Resolution of the Cabinet of Ministers "On the Approval of the Administrative Regulations on the Provision of State Services on the Registration of an Electronic Digital Signature Key and the Issue of an Electronic Digital Signature Certificate through State Service Centers."	This Act approved the Administrative Regulations on the Provision of State Services on the Issue of an Electronic Digital Signature Certificate, which ensures free access to all types of services provided by state and business management bodies, local state authorities and commercial banks through the PSC.
15	MJ No. 3181 of 13.09.2019	Resolution of the Ministry of Justice of the Republic of Uzbekistan and the National Agency for Project Management under the President of the Republic of Uzbekistan On the Approval of the Unified Register of State Services	The Unified Register of Public Services has been approved. This document provides a list of all 716 types of public services with a detailed description of which public services are provided by any state body, the method of application for receiving a service (electronic or traditional), the payment or gratuitous nature of public services, and the types of applicants (individual or legal entity).
16	MJ No. 3241 of 10.06.2020	Order of the Ministry of Justice of the Republic of Uzbekistan "On the Approval of the Regulations on the Main Indicators of the Efficiency and Effectiveness of the Provision of State Services and the Procedure for Assessing Their Activity by Employees of State Bodies and Other Organizations"	This Act approves the Regulations on the main indicators of the efficiency and effectiveness of the provision of state services and the procedure for assessing their activity by employees of state bodies and other organizations.

8.3.2 Service 1 – The commissioning of completed construction (reconstruction) facilities

Table 20: List of regulatory legal acts governing public services delivery on commissioning of completed construction (reconstruction) facilities - Process 1

No	No. and date of regulation	Name	Comment
1		Town Planning Code of the Republic of Uzbekistan	Provides for the authority to participate in the work of commissions on the commissioning of completed construction facilities commissioning of the authorized urban planning body.
2	No. LRU-641 of 15.10.2020	Law of the Republic of Uzbekistan "On the Rights of Persons with Disabilities" of 15 10. 2020, No. LRU-641	Article 23 stipulates the requirement for acceptance of representatives of public associations of persons with disabilities to be included in the state acceptance commission when accepting construction and reconstructed social, social and cultural facilities for use.
3	No. DP-5278 of 12.12.2017	List of state services to be gradually implemented in 2018-2020, provided on a 'one-stop-shop" principle exclusively through the Centers of State Services, approved by Decree of the President of the Republic of Uzbekistan No. DP-5278 of 12 December 2017 On Measures to Fundamentally Reform the National System of Public Services	Among the list of services to be gradually implemented in 2018 - 2020 state services provided on a one-stop shop principle exclusively through the Centers of State Services stipulated by Appendix No. 1, the introduction of a service on the commissioning of a facility completed by construction (reconstruction) until 1.04 2018 is stipulated.

№	No. and date of regulation	Name	Comment
4	No. DP-5577 of 14.11.2018	Decree of the President of the Republic of Uzbekistan No. DP-5577 of 14 November 2018 On Additional Measures to Improve State Regulation in the Construction Sector	<p>A procedure has been introduced pursuant to which:</p> <ul style="list-style-type: none"> – from 1.12. 2018 commissioning of facilities completed by construction is performed with the participation of the construction control inspectorate, cadastral authorities, representatives of the client, contractor (general contractor), except for the construction of facilities financed by state procurement entities; – from 1.01. 2020, at the stage of performing design, exploration and construction and assembly work, housing construction facilities must be equipped with energy-efficient and energy-saving equipment. However, prior to their commissioning, it is necessary to obtain an energy audit certificate, except for items certified under international BREEAM standards (environmental assessment of buildings efficiency) and LEED (guideline on energy-efficient and environmental design)
5	No. RP-4464 of 20.01.2019	Resolution of the President of the Republic of Uzbekistan No. RP-4464 of 20 January 2019 "On Measures to Widely Introduce Information and Communications Technologies in the Sphere of Construction"	<p>Provided:</p> <ul style="list-style-type: none"> – introduction of the National Information System "Transparent Construction" into the activity of the Ministry of Construction of the Republic of Uzbekistan and its launch until y 1.06.2020 as an experiment, during the construction of facilities in Tashkent Oblast (hereinafter the "facilities") using centralized sources of financing, including those financed from investment projects; – ensuring the functioning of the National Information System "Transparent Construction" until 1.01.2021, based on the results of the experiment, in real time throughout the Republic of Uzbekistan; – launch before 1.03. 2020 in the test mode of the Geographic Information System (geo-portal) "State Urban Planning Registry of the Republic of Uzbekistan," with the possibilities of keeping a state urban planning registry and providing the public with urban planning documents and information online.

№	No. and date of regulation	Name	Comment
6	No. RP-4160 of 05.02.2019	Resolution of the President of the Republic of Uzbekistan No. RP-4160 of 5 February 2019 "On Additional Measures to Improve the Rating of the Republic of Uzbekistan in the Annual Report of the World Bank and the International Financial Corporation" Doing Business "	It is stipulated that starting from 1.03.2019 the procedure will be established, pursuant to which the completed by construction will be issued simultaneously with the extract from the certificate of state registration of rights to the real estate.
7	No. RP-4329 of 22.05.2019	Resolution of the President of the Republic of Uzbekistan No. RP-4329 of 22 of May 2019 "On Measures to Accelerate the Development of Telecommunications Infrastructure in the Settlements of the Republic of Uzbekistan"	Pursuant to the norm, public, industrial, residential and administrative buildings and structures may not be built and commissioned, except for buildings and structures for which design and budgeting documentation has been approved until 1.07.2019, without bringing in facilities of engineering and communications infrastructure, including cable sewage, low-flow cable mines, areas and infrastructure for the placement of telecommunications equipment.
8	No. RP-4351 of 04.06.2019	Resolution of the President of the Republic of Uzbekistan No. RP-4351 of 4 June 2019 "On Additional Measures to Improve the Efficiency of Work in the Field of Human Settlements Improvement"	A procedure has been introduced pursuant to which from 1.01. 2020, the commissioning of new construction, reconstruction and capital repairs of buildings or structures without improving the surrounding area is prohibited.
9	No. RP-4427 of 26.08. 2019	Resolution of the President of the Republic of Uzbekistan No. RP-4427 of 26 August 2019 "On Measures to Further Improve the Procedures for Granting Free Land Plots for Non-Agricultural Purposes and Performing Architectural and Construction Work"	A procedure is stipulated pursuant to which the cadastral file for buildings and structures is prepared prior to the process of their commissioning on applications to the Public Services Centers. Upon completion of the commissioning an extract shall be issued from the State Register of Rights to Real Estate.
10	No. DP-5930 of 31.01.2020	Roadmap on Improving the Provision of Public Services Provided through Public Services Centers, approved by Decree of the President of the Republic of Uzbekistan No. DP-5930 of 31 January 2020 On Additional Measures to Accelerate the Development of the National System of Public Services	Development of a draft regulatory and legal act on 1.07 .2020 is stipulated. stipulating the simultaneous issue of a cadastral passport, a commissioning certificate of objects and an extract from the register of state registration of immovable property through the Centers of State Services and the Unified Portal of Interactive State Services.

№	No. and date of regulation	Name	Comment
11	No. RP-4586 of 05.02.2020	Resolution of the President of the Republic of Uzbekistan No. RP-4586 of 5 February 2020 "On Measures to Fundamentally Improve the Quality of Construction and Assembly Work and Improve the System of Control over Construction"	<p>A gradual cancellation of the existing procedures for the commissioning of facilities completed by construction is stipulated, with the introduction of the procedure for issuing permits for their operation by the Construction Control Inspectorate of the Ministry of Construction of the Republic of Uzbekistan and the regional inspectorates within the following deadlines:</p> <ul style="list-style-type: none"> a. for low risk items, regardless of sources of financing, starting from 1.05.2020; b. for objects financed by state procurement entities - since 1.01.2022; c. for items financed from other sources - from 1.01.2021. <p>Establish that prior to the implementation of the procedure for issuing permits for the operation of the facilities, the Inspectorate and the regional inspectorates shall involve the completed facilities for commissioning (except for objects financed by funds of state procurement subjects) the territorial bodies of state sanitary supervision and state fire supervision, which within the deadline for accepting the objects provide the Inspectorate and territorial inspectorates with opinions on the compliance of the object with sanitary standards and fire safety requirements</p>
12	No. DP-6044 of 24.08.2020	List of certain licensed activities and documents of a permissive nature cancelled from 1 January 2021, approved by Decree of the President of the Republic of Uzbekistan No. DP-6044 of 24 August 2020 On Measures to Fundamentally Improve Licensing and Permissive Procedures	<p>Cancellation of:</p> <ul style="list-style-type: none"> – commissioning of new enterprises completed by construction related to the use of water resources and the release of drainage water; – commissioning of sports and recreation facilities completed by construction.

№	No. and date of regulation	Name	Comment
13	No. 280 of 26.10.2009	The provision on a procedure of individual housing construction with participation of the Kishlok Kurilish Investment engineering company approved by the Resolution of the Cabinet of Ministers 26 October 26 2009 No. 280 "On measures for the organization of construction of housing in rural areas on the basis of standard projects with participation of the Kishlok Kurilish Investment engineering company	Determines the procedure for commissioning housing in rural areas on the basis of standard projects involving the engineering company Kishlok Kurilish Invest. Unlike other buildings and structures, there is no provision for circulation through PSC or SPIPS.
14	No. 299 of 19.05.2017	Regulations on the Procedure for Organizing the Construction, Distribution, Operation, Maintenance and Repair of Official Residential Buildings for Heads of Executive Bodies on the Ground, approved by Resolution No. 299 of the Cabinet of Ministers of 19 May 2017 "On Approving the Regulations on the Procedure for Organizing the Construction, Distribution, Operation, Maintenance and Repair of Official Residential Houses for Heads Executive Bodies on the Ground"	Determines the procedure for commissioning of official residential houses for the heads of executive bodies on the ground. Unlike other buildings and structures, there is no provision for circulation through PSC or SPIPS.
15	No.370 of 18.05.2018	Administrative Regulations on the Provision of State Services on the Commissioning of Buildings and Structures Completed by Construction (Reconstruction), approved by Resolution of the Cabinet of Ministers No. 370 of 18 May 2018 "On the Approval of Certain Administrative Regulations on the Provision of State Services in the Field of Architecture and Construction"	Regulates the procedure for the provision of state services on the commissioning of buildings and structures completed by construction (reconstruction) through PSC

№	No. and date of regulation	Name	Comment
16	No. 134 of 09.03. 2020.	Regulations on small industrial zones, approved by Resolution of the Cabinet of Ministers No. 134 of 9 March 2020 "On the Approval of Regulations on Small Industrial Zones"	A requirement is stipulated on the mandatory approval of the commissioning certificate of buildings and structures completed by construction (reconstruction) by the authorized authority for acceptance of buildings and structures completed by construction (reconstruction) with the Directorate of Management of Small Industrial Zones when accepting such buildings and structures in the corresponding zones.
17	No. 496 of 20.08.2020	Administrative Regulations on the Performance of State Construction Control at Facilities and Classification of Categories of Danger of Facilities, approved by Resolution of the Cabinet of Ministers No. 496 of 20.08.2020 "On the Approval of Administrative Regulations on the Performance of State Construction Control at Facilities and Classification of Categories of Danger of Facilities"	It stipulates the use of territorial state sanitary supervision bodies and state fire supervision bodies by the Construction Control Inspectorate of the Ministry of Construction when commissioning completed facilities (except for facilities financed by state procurement entities) and obtaining their opinions on compliance with sanitary standards and fire safety requirements.
18	No. 535 of 02.09.2020	Administrative Regulations on the Provision of State Services on the Issue of a Cadastral Passport of Immovable Property, approved by Resolution of the Cabinet of Ministers No. 535 of the Republic of Uzbekistan of 2 September 2020 "On the Approval of Administrative Regulations on the Provision of Certain State Services in the Field of Cadastral Property"	Simultaneous issue of a cadastral passport, a commissioning certificate of objects and an extract from the register of state registration of immovable property on the completion of construction of the object in accordance with the agreed project documentation.

№	No. and date of regulation	Name	Comment
19	No. 732 of 19.11.2020	Roadmap on the development of the National Information System "Transparent Construction" and the geographic information system "State Urban Planning Registry of the Republic of Uzbekistan" and their integration into the system "Electronic Government," approved by Resolution of the Cabinet of Ministers No. 732 of 19 November 2020 "On Measures for the Further Development of Information Systems and Geographic Information Technologies in the Construction Industry"	Digitalization of the state service for commissioning of buildings and structures completed by construction (reconstruction) until April 2021 is stipulated.
20	Order No. 81 of 25.12.2003	UDR 3.01.04-04 "Commissioning of facilities completed by construction," approved by Order No. 81 of the State Committee on Architecture and Construction of the Republic of Uzbekistan of 25 December 2003	Defines commissioning procedures
21	MJ. No. 3181 of 13.09. 2019.	Unified Register of State Services approved by Resolution of the Ministry of Justice of the Republic of Uzbekistan of the National Agency for Project Management under the President of the Republic of Uzbekistan "On the Approval of the Unified Register of State Services" (Registration Number No. 3181 of 13 September 2019)	Service on commissioning of buildings and structures completed by construction (reconstruction) was entered into the Unified Register of State Services with register number 04011

8.3.3 Service 2 – Provision of licence to a network service provider without the right to create its own network

Table 21: List of regulatory legal acts governing public services delivery on provision of licence to a network service provider without the right to create its own network - Service 2

No	No. and date of regulation	Name	Comment
1	No.512-XII of 13.01.1992	Law of the Republic of Uzbekistan "On Communications"	Determines the general legal and economic foundations of the organization of the communications system, establishes the rights and obligations of enterprises, institutions and organizations, regardless of the form of ownership and citizens, in the sphere of ownership, use, management and management of communications facilities when establishing and operating communications networks, providing communications services, and also establishes measures of liability for violation of rights granted and non-performance of obligations.
2	22.09.1994	Administrative Liability Code of the Republic of Uzbekistan	Pursuant to article 263 , "The bodies of the State Inspectorate for Supervision of Communications, Informatization and Telecommunications Technologies of the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan have jurisdiction over the cases of administrative offences stipulated in part one of article 151, part one of article 152, and articles 153. 154. 156 of the Code on Administrative Liability of the Republic of Uzbekistan."
3	No. 822-I of 20.08.1999	Law of the Republic of Uzbekistan "On Telecommunications"	<ul style="list-style-type: none"> – According to Article 1 "Telecommunications service provider (hereinafter the" provider "), a legal entity providing commercial telecommunications services through operator networks;" – Defines the rights and obligations of providers when providing services and interacting with state authorities
4	No. 71-II of 25.05.2000	Law of the Republic of Uzbekistan On the Licensing of Certain Types of Activity	Regulates relations connected with the licensing of certain types of activity

№	No. and date of regulation	Name	Comment
5	No. 458 of 22.11.2000	Regulations on Licensing Telecommunications Activities, approved by Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 458 of 22.11.2000 On Measures to Improve the Management System in the Field of Telecommunications and Postal Communications	<p>Paragraph 2 Licensing of types of activity of legal entities in the field of telecommunications is performed by the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan (hereinafter the licensing body).</p> <p>Paragraph 14. When obtaining a license to provide services to a data network provider, including the Internet, through networks of data operators, without the right to create their own network, the documents stipulated in subparagraphs "g," "d" and "e" of this paragraph shall not be submitted.</p> <p>Paragraph 43. The State Inspectorate for Supervision of Communications, Informatization and Telecommunications Technologies (hereinafter the "Supervisory Authority") shall monitor the compliance of licensees with licensing requirements and conditions in accordance with the legislation.</p>
6	No. 222-II of 12.05.2001	Resolution of the Oliy Majlis of the Republic of Uzbekistan "On the List of Types of Activity for the Performance of Which Licenses Are Required"	Defines types of licensed activities
7	No. 236 of 28.06.2002	List of licensing bodies engaged in licensing certain types of activity, approved by Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 236 of 28.06.2002 On Measures to Implement the Law of the Republic of Uzbekistan On Licensing Certain Types of Activity	The authorized licensing body in the sphere of "Design, construction, operation and provision of telecommunications network services" has been determined
8	No. 352 of 10.10.2002	Resolution of the Cabinet of Ministers of the Republic of Uzbekistan On Decentralization of Access to International Computer Networks	The decision was taken to cancel the established procedure for the access of operators (providers) of data transmission networks of the Republic of Uzbekistan to national and international computer networks, including the Internet, exclusively through the technical means of the enterprise for the development and operation of the state data transmission network UzPAK and the National Data Transmission Network.
9	No. 560-II of 11.12.2003	Law of the Republic of Uzbekistan "On Informatization"	Defines the main areas of state policy in the fields of informatization, ownership of information resources and information systems

№	No. and date of regulation	Name	Comment
10	MJ RUz No. 1423 of 18.11.2004	The provision "About an Order of Regulation of Gateway Interaction of Internet Service Providers on Data Transmission Networks" approved by the Order of the CEO of the Uzbek communication agency and informatization No. 374 of 12.11.2004. "On the adoption of the provision on an order of regulation of gateway interaction of Internet service providers on data transmission networks" [Registered by the Ministry of Justice of the Republic of Uzbekistan on November 18, 2004. Registration No. 1423]	<ul style="list-style-type: none"> – Determines the procedure for regulating interconnection between Internet service providers and operators of data networks (hereinafter the "operators") on data networks of the Republic of Uzbekistan and establishes requirements on interconnection of data networks. – Internet service provider - a legal entity providing commercial services to users of data networks and the Internet through operator networks; – Operators and providers operating under the relevant licenses have the right to access international telecommunications networks exclusively through the technical means of the joint-stock company Uzbektelecom.
11	No. RP-2750 of 01.02.2017	List of state services to be implemented in stages in 2018-2020, provided exclusively through the Centers of State Services, approved by Presidential Resolution of the Republic of Uzbekistan No. RP-2750 of 01.02.2017 "On additional measures to improve the mechanisms for providing state services to business entities"	Paragraph 54 Since 2018 the design, construction, operation and provision of telecommunications network services has been provided exclusively through the Public Service Centers since 2018 .
12	No. RP-3549 of 19.02.2018	Road Map on Fundamental Improvement of the Information and Communications Technology System for 2018-2019, approved by Resolution of the President of the Republic of Uzbekistan No. RP-3549 of 19.02.2018 "On the Organization of the Activity of the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan"	<ul style="list-style-type: none"> – An activity to determine the procedure for joint use of the active and passive infrastructure of telecommunications operators and providers has been determined. – The implementation mechanism is a regulatory legal act. From 7.08.2018 to 22.08.2018 a draft of this regulatory legal act was placed on the Portal for discussion of draft regulatory legal acts.

№	No. and date of regulation	Name	Comment
13	RCM No. 185 of 07.03.2018	The provision "About an Order of Charge of Financial Sanctions (Penalties) for Violation of Requirements of the Legislation and Other Normative Documents, State Standards and Quality of the Provided Services in the Sphere of Communication, Informatization and Telecommunication Technologies", the approved by the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 185 of 07.03.2018. "On measures for further improvement of quality of communication services, informatization and telecommunications"	<ul style="list-style-type: none"> – Determines the amount and procedure for charging penalties for violations of the legislation. – No corresponding changes have been made: <p>Paragraph 3 states that financial sanctions (fines) are imposed by the Inspectorate for Control over Communications, Informatization and Telecommunications Technologies of the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan, which is very often found in this regulatory act.</p> <p>However, pursuant to paragraph 1 of Resolution of the President of the Republic of Uzbekistan No. RP-4024 of 21.11.2018 "On Measures to Improve the System of Control over the Implementation of Information Technologies and Communications," organization of their protection", the Inspectorates for Control in the Sphere of Communications, Informatization and Telecommunications Technologies under the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan were abolished and the State Inspectorate for Control in the Sphere of Informatization and Telecommunications of the Republic of Uzbekistan was created.</p>
14	No. DP-5409 of 11.04.2018	Decree of the President of the Republic of Uzbekistan "On Measures to Further Reduce and Simplify Licensing and Permit Procedures in the Sphere of Business Activity, as Well as to Improve Business Conditions"	<ul style="list-style-type: none"> – Design of telecommunications networks, Construction of telecommunications networks, Operation of telecommunications networks, Provision of telecommunications networks services from 1 June 2018 are combined into "Design, construction, operation and provision of telecommunications networks services"

№	No. and date of regulation	Name	Comment
15	No. 848 of 22.10.2018	Regulations On Determining Requirements on Administrative and Organizational Measures, Hardware, Software and Technical Means of Protecting Children from Information Harmful to Their Health, approved by the Cabinet of Ministers of the Republic of Uzbekistan Resolution No. 848 of 22.10.2018 On Measures to Implement the Law of the Republic of Uzbekistan On the Protection of Children from Information Harmful to Their Health	Paragraph 13. The Internet service providers and cellular radiotelephone networks, owners and administrators of shared Internet access points should take administrative and organizational measures, use technical and hardware tools to protect children from information harmful to their health.
16	No. RP-4024 of 21.11.2018	Regulations on the State Information and Telecommunications Control Inspectorate of the Republic of Uzbekistan, approved by Resolution of the President of the Republic of Uzbekistan No. RP-4024 of 21.11.2018 On Measures to Improve the System of Control over the Introduction of Information Technologies and Communications and the Organization of Their Protection	Paragraph 2 State Inspectorate is an authorized state body with special status, exercising control over compliance with laws in the field of communications, informatization and telecommunications technologies, distribution of periodicals, copyright in the distribution of phonograms, audio visual works, programs for electronic computers (hereinafter the "computer") Paragraph 4 State Inspectorate is the successor for the rights and obligations of the Inspectorate for Control over Communications, Informatization and Telecommunications Technologies under the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan.
17	No. DP-5930 of 31.01.2020	Roadmap on Improving the Provision of Public Services Provided through Public Services Centers, approved by Decree of the President of the Republic of Uzbekistan No. RP-5930 of 31.01.2020 On Additional Measures to Accelerate the Development of the National System of Public Services	– Noted as deficiency "Integration is not performed due to lack of information system" It was decided to develop an information system and its integration with the system of providing public services until 1.09.2020.

№	No. and date of regulation	Name	Comment
18	MJ RUz No. 3275 of 30.06.2020	Rules for the Provision of Telecommunications Services, approved by Order No. 208-mx of the Minister for the Development of Information Technologies and Communications of the Republic of Uzbekistan of 30.06.2020 "On the Approval of the Rules for the Provision of Telecommunications Services" [Registered by the Ministry of Justice of the Republic of Uzbekistan on 30 June 2020. Registration No. 3275]	Determines the rules for providing services to a data network provider, including the Internet, through networks of data operators, without the right to create a proprietary network.
19	No. DP-6044 of 24.08.2020	Certain types of licensed activity and documents of a permissive nature, cancelled from 1 January 2021, approved by the Decree of the President of the Republic of Uzbekistan On Measures to Fundamentally Improve Licensing and Permissive Procedures	<p>Paragraph 5: Licenses have been revoked if:</p> <ul style="list-style-type: none"> – provision of data transmission network services by public points, including public points of small business entities in rural areas – provision of services by small businesses in rural areas through local telecommunications networks – provision of services by small business entities in rural areas through long-distance telecommunications networks <p>provision of services by small business entities in rural areas through international telecommunications networks.</p>

8.3.4 Service 3 – Application of State registration of rights to real estate

Table 22: List of regulatory legal acts governing public services delivery on provision of state registration of rights to real estate - Service 3

№	No. and date of regulation	Name	Comment
1		Civil Code of the Republic of Uzbekistan	Establishes the legal basis and cases of state registration of rights to immovable property. Title and other rights in rem to real estate, the appearance, transfer, restriction and termination of these rights are subject to state registration. It has been established that the state registration of rights to immovable property is an act of recognition by the state.
2		Land Code of the Republic of Uzbekistan	State registration of rights to land plots and transactions with them is stipulated.
3	LRU No. 666-I of 28.08.1998	Law of the Republic of Uzbekistan On the State Land Registry	The state registration of tenure rights, use of land plots, lease of land plots, and title to land plots, including agreements on easements and other restrictions and termination of these rights, shall be performed at the location of the land plot by entering the relevant data in the State Register of Rights to Immovable Property and Transactions therewith. Information to be entered in the state register has also been determined.
4	LRU No. 171-II of 15.12.2000	Law of the Republic of Uzbekistan On State Registry	It has been established that the state registry is an integral part of the Unified System of State Inventories and constitutes a system of updated information and documents on the geographical position, legal status, quantitative, qualitative characteristics and assessment of a specific type of natural, business or other object for which the state registry is being maintained.

№	No. and date of regulation	Name	Comment
5	No. RP-4270 of 05.04.2019	Resolution of the President of the Republic of Uzbekistan On Measures to Further Improve the System of State Registration of Rights to Immovable Property	On the Implementation of the Procedure for Issuing an Extract from the State Register of Rights to Real Estate (hereinafter the "Register") on "one-stop-shop" principle: state notaries - when performing certification of transactions with immovable property, except in cases of appearance, transition, restriction (encumbrance) and termination of rights to part of immovable property; the Agency for the Management of State Assets - when selling real estate (in terms of state assets) through an auction at the Single Electronic Trading Platform "E-IJRO AUKSION"; real estate organizations - when providing real estate services on non-residential real estate; commercial banks participating in the Program for the Construction of Affordable Residential Buildings under the updated standard projects in rural areas for 2017-2021, approved by the President resolution of the Republic of Uzbekistan No. RP-2639 of 21 October 2016 (hereinafter referred to as "commercial banks") when documenting a completed residential building.
6	RCM No. 186 of 10.07.2014	Resolution of the Cabinet of Ministers of the Republic of Uzbekistan On Improving the Procedure for Differentiated Approach in Determining the Cost of State Services in the Field of State Cadastral Services	Procedure for Determining the Cost of State Services in the Sphere of State Registry for Real Estate
7	RCM RUz No. 1060 of 29.12.2018	Resolution of the Cabinet of Ministers of the Republic of Uzbekistan "On Measures to Improve the Procedure for State Registration of Rights to Real Estate"	It has been determined that the State Register of Rights to Real Estate (hereinafter the "State Register") is the official source of information on the registered rights of legal entities and individuals to real estate, the reliability of which is guaranteed by the state. Extracts from the State Register issued in electronic form and extracts issued in hard copy have equal legal force.

№	No. and date of regulation	Name	Comment
8	RCM No. 535 of 02.09.2020	Administrative Regulations on the Provision of State Services on the Issue of a Cadastral Passport of Immovable Property, approved by Resolution of the Cabinet of Ministers No. 535 of the Republic of Uzbekistan of 2 September 2020 "On the Approval of Administrative Regulations on the Provision of Certain State Services in the Field of Cadastral Property"	The simultaneous issue of a cadastral passport and an extract from the register of state registration of immovable property are stipulated.
9	MJ 3156 of 22.04.2019	Regulations on the Procedure for Considering Applications and Complaints from Citizens and Business Entities in the Sphere of State Registration of Rights to Real Estate	<p>Provides for the pre-trial resolution of disputes between the rights holder of the real estate and state authorities. Specifically, establishing that an independent mechanism for the pre-trial resolution of disputes arising from the state registration of rights to real estate by establishing commissions under the State Committee of the Republic of Uzbekistan on Land Resources, Geology, Mapping and State Registry, state enterprises of land administration and real estate registry of the Republic of Karakalpakstan, regions and Tashkent (hereinafter the "Commission").</p> <p>Establish the procedure pursuant to which:</p> <ul style="list-style-type: none"> – disputes arising from the state registration of rights to real estate items shall be considered by the commission within ten days from the date of their receipt; – persons who have taken a decision on state registration of rights to real estate or on refusal of state registration may not be members of the commission; – the opinion of the commission is binding on the person who made the decision on state registration of rights to real estate or on refusal of state registration and is grounds for changing the decision taken thereby.

№	No. and date of regulation	Name	Comment
10	RCM No. 535 of 02.09.2020	Administrative Regulations on the Provision of State Services on the Issue of a Cadastral Passport of Immovable Property, approved by Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 535 of 2 September 2020 "On the Approval of Administrative Regulations on the Provision of Certain State Services in the Field of Cadastral Property"	The simultaneous issue of a cadastral passport and an extract from the register of state registration of immovable property are stipulated.

8.4 Evidences for the site visits

Figure 41: Ticket distributing linked to the TV



Figure 42: Device to evaluate service



Though each counter is equipped with this evaluation tool which is an excellent measure to assess the end user satisfaction at various levels such as PSCs, Regional and National level, the data is not being captured by any means

Figure 43: PSC ATM in Sharaf Rashidov District Jizzakh Region



Figure 44: Self-service machine (where card for payment can be placed and invoice is printed)



Figure 45: Desktop for self-service

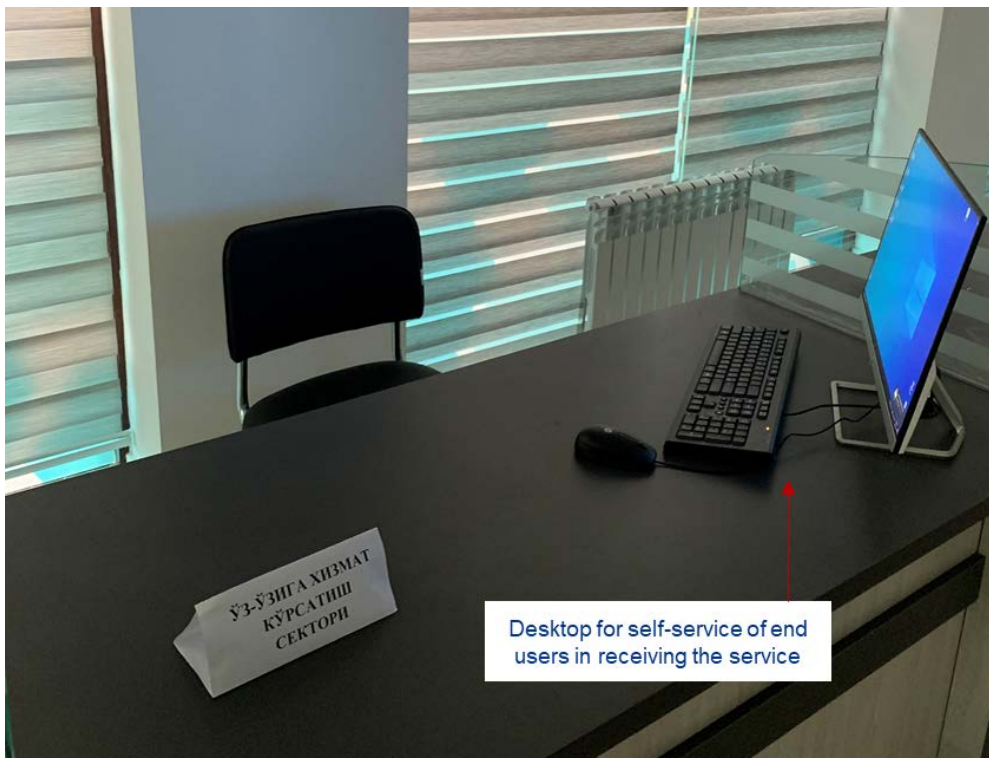


Figure 46: Mobile vans near the PSC



Figure 47: PSC entrance in Sharaf Rashidov District in Jizzakh Region



Figure 48: PSC entrance in Akaltyn District in Sirdarya Region



Figure 49: Interview with end-user focusing on vulnerable category of people



Figure 50: High positioning of the counters posing an accessibility concern for the disabled

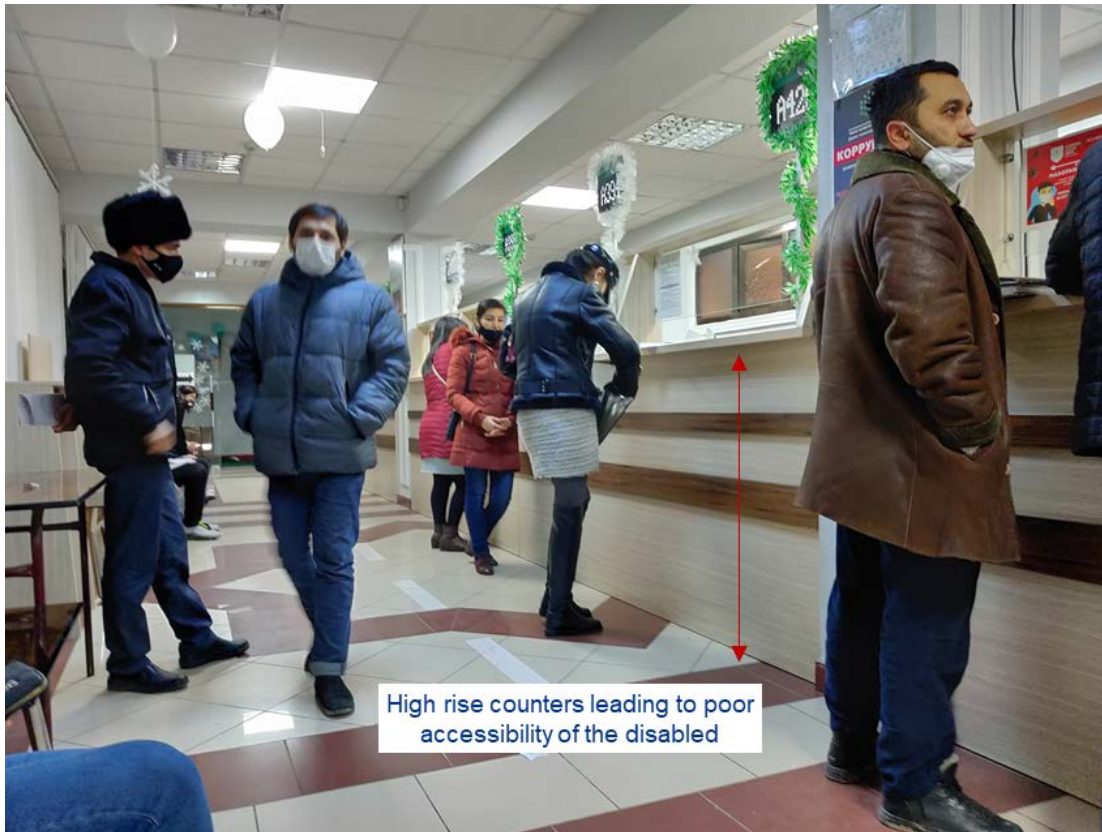


Figure 51: Lavatories in PSC

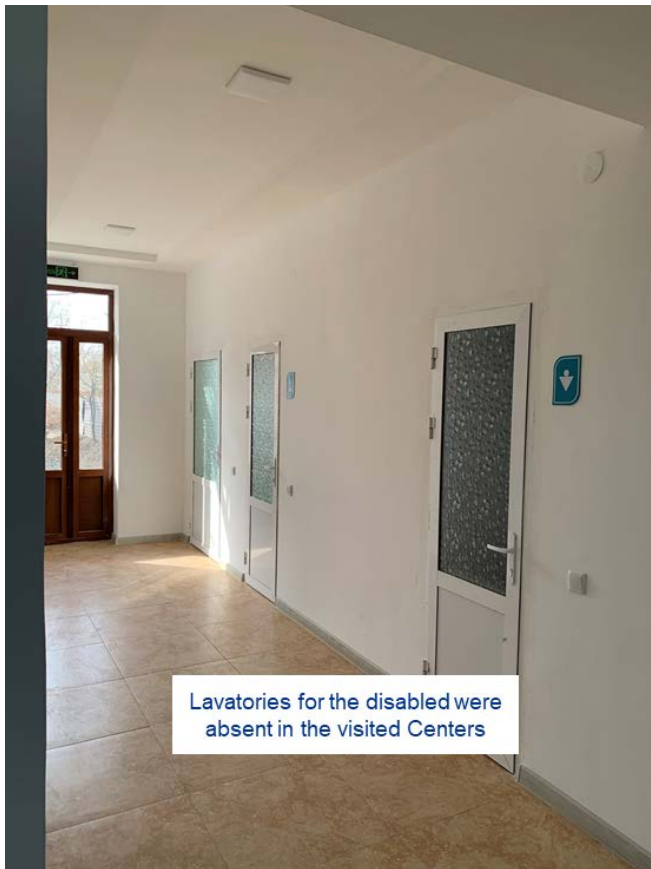


Figure 52: Chilanzar District PSC – Checkout-queue



Figure 53: Chilanzar District PSC – Queue observed even after designated working hours post 6 PM

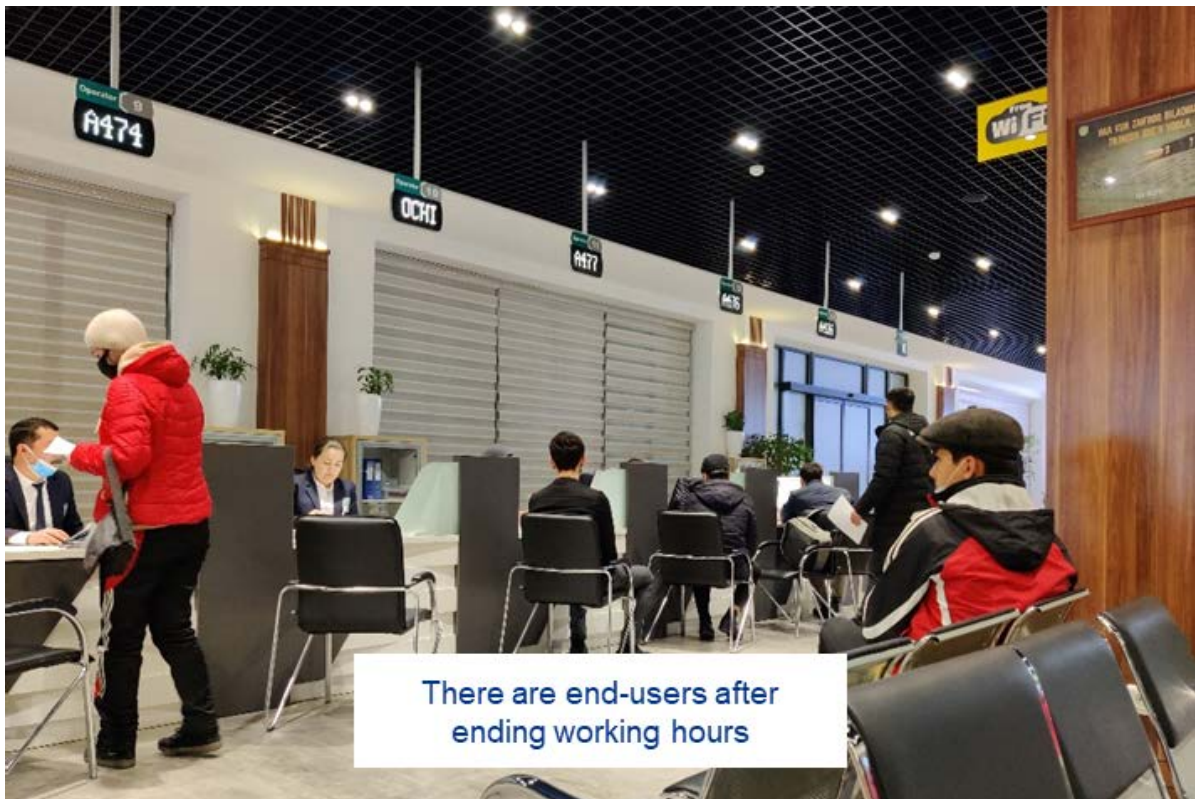


Figure 54: Yunusabad District PSC –Queue

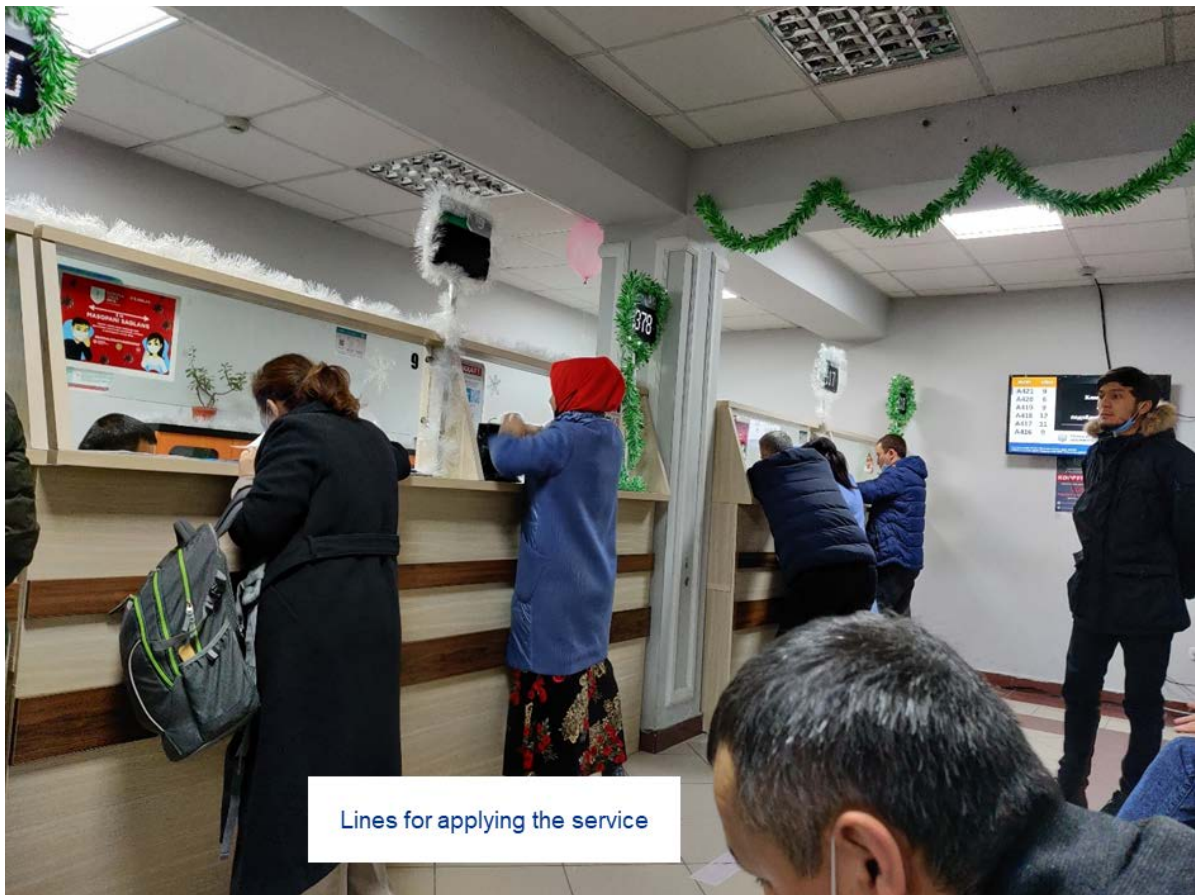



Figure 55: Yunusabad District PSC – ticket for applying service



8.5 Evidences for current state assessment of processes

Figure 56: Passport of the services - The commissioning of facility completed by construction (reconstruction)

Главная Сервисы Услуги Недвижимость
Принята в эксплуатацию завершенных строительством (реконструкцией) зданий и сооружений (для объекта индивидуального жилищного строительства)
Паспорт услуги

 Недвижимость Предоставляется всем лицам Полуавтоматическая

Требует наличие ЭЦП

Как это работает?

1. Заявитель: Для получения справки о вводе объекта в эксплуатацию он обращается в Центры государственных услуг лично или через Единый интерактивный портал государственных услуг и платит фиксированную сумму.
2. Центр государственных услуг или ЕПИГУ: Анкета направляется Государственным комитетом по земельным ресурсам, геодезии, картографии и государственному кадастру в Национальный центр государственных кадастров, геодезии и картографии (Центр).
3. Филиалы государственного кадастра:
Подготовка проекта акта ввода объекта в эксплуатацию и утверждение его ЭЦП.
Отправление проекта в строительный орган для утверждения через ЕПИГУ.

Организация

Территориальные филиалы Палаты государственных кадастров Агентства по кадастру при Государственном налоговом комитете Республики Узбекистан

Контакты

Тел: +998 (71) 244-30-82

Получатели услуги

Юридические и физические лица владельцы недвижимого имущества

Документы, необходимые для получения услуги

При обращении в явочном порядке работник Центра государственных услуг от имени заявителя, а в случае обращения через ЕПИГУ заявитель самостоятельно заполняет в электронном виде анкету для получения государственной услуги по форме согласно приложению № 2 к настоящему Регламенту.

1. Тип здания или сооружения:
объект индивидуального жилищного строительства
объект, не являющийся объектом индивидуального жилищного строительства
2. наименование здания и сооружения (для объекта, не являющегося объектом индивидуального жилищного строительства):
3. месторасположение здания и сооружения (индекс, адрес, ориентир):
4. номер и дата решения хокима района (города) об отводе земельного участка (при первоначальном строительстве):
5. наименование проектной организации:
6. ИНН проектной организации:
7. юридический адрес проектной организации:
8. наименование подрядной организации (при наличии):

<https://dxs.gov.uz/ru/all-services/passport/204> 1/2

26.01.2021 Приемка в эксплуатацию законченных строительством (реконструкцией) зданий и сооружений (для объекта индивидуальн...

9. ИНН подрядной организации (при наличии);

10. юридический адрес подрядной организации (при наличии).

Сроки оказания услуги

Подготовка проекта акта приемки в эксплуатацию объекта и подтверждение его своей ЭЦП в течение 5 рабочих дней

Правовое основание оказания услуги

Постановление Кабинета Министров Республики Узбекистан от 18 мая 2018 года № 370 «Об утверждении некоторых административных регламентов оказания государственных услуг в сфере архитектуры и строительства»

Стоимость услуги


За оказание государственной услуги взимается сбор в размере 30 процентов минимального размера заработной платы.

<https://dxa.gov.uz/ru/all-services/passport/204> 2/2

Figure 57: Rejection notice from PSA

 Yagona Interaktiv Davlat Xizmatlari Portali		O'zbekiston Respublikasi Davlat soliq qo'mitasi huzuridagi Kadastr agentligi
№ 8202-8360-0698-5fa4-2d68-3728-1887 Hujjat yaratilgan sana: 2021-01-19 Ariza raqami: 26655388		Hujjat berilgan: "GLOBAL BUILDING MACHINERY" mas'uliyati cheklangan jamiyati Qabul qiluvchining identifikatsiya raqami: 303496694
Rad etilish haqida xabarnoma		
<p>Тақдим этилган ҳужжатларда нотўғри, қарама-қарши ёки бузилган маълумотлар мавжудлиги, ариза нотугри юборилган (ер майдони)</p>		
Davlat kadastrlari, geodeziya va kartografiya milliy markazi		
<p>Mazkur hujjat Vazirlar Mahkamasining 2017 yil 15 sentyabrdagi 728-son qarori bilan tasdiqlangan O'zbekiston Respublikasi Yagona interaktiv davlat xizmatlari portali to'g'risidagi nizomga muvofiq shakllantirilgan elektron hujjatning nusxasi hisoblanadi. Elektron hujjatning nusxasida ko'rsatilgan ma'lumotlar to'g'riligini tekshirish uchun repo.gov.uz veb-saytiga o'ting va elektron hujjatning noyob raqamini kiriting yoki mobil telefon yordamida QR-kodni skaner qiling. Diqqat! Vazirlar Mahkamasining 2017 yil 15 sentyabrdagi 728-son qaroriga muvofiq elektron hujjatlardagi ma'lumotlar qonuniy hisoblanadi. Davlat organlariga Yagona portalda shakllantirilgan elektron hujjatlarning nusxalarini qabul qilishni rad etishlari qat'iyan taqiqlangan.</p>		
	1034	

Figure 58: Rejection notice from portal (my.gov.uz)



Ўзбекистон Республикаси Ер ресурслари, геодезия, картография ва давлат
кадастри давлат қўмитаси
Тошкент вилояти, Зангиота тумани Ер тузиш ва кўчмас мулк кадастри давлат
корхонаси

«21.01.2021» №26776079

Тошкент вилояти, Зангиота тумани
Давлат хизматлари Марказига

Х А Б А Р Н О М А

Сизнинг Тошкент вилояти, Зангиота тумани, Уртаовул ССГ, Гулзор МСГ,
дом нўсда жойлашган 11:04:02:01:01:0031 кадастр рақами остидаги кўчмас
мулк объектини буюртмачи номига давлат рўйхатидан ўтказиш бўйича
21.01.2021 йилда жўнатган 26776079-сонли буюртмангиз қуйидаги
асосларга кўра рад этилганини маълум қиламиз:

- Аввалги камчиликларни уч иш куни мобайнида бартараф
этилмаганлиги

Қўшимча маълумотлар
манзил хато

Ушбу хабарнома электрон рақамли имзоси билан тасдиқланган электрон
хат кўринишда Марказга, буюртмачига қайтариш учун юборилмоқда.

Филиал раҳбари

Ижрочи: ELYORJON XAYOTJONOVICH
YUSUPOV
Тел: +998998030696

Figure 59: Application of State registration of rights to real estate (step 4 – Documents attachment on 5 mb only)

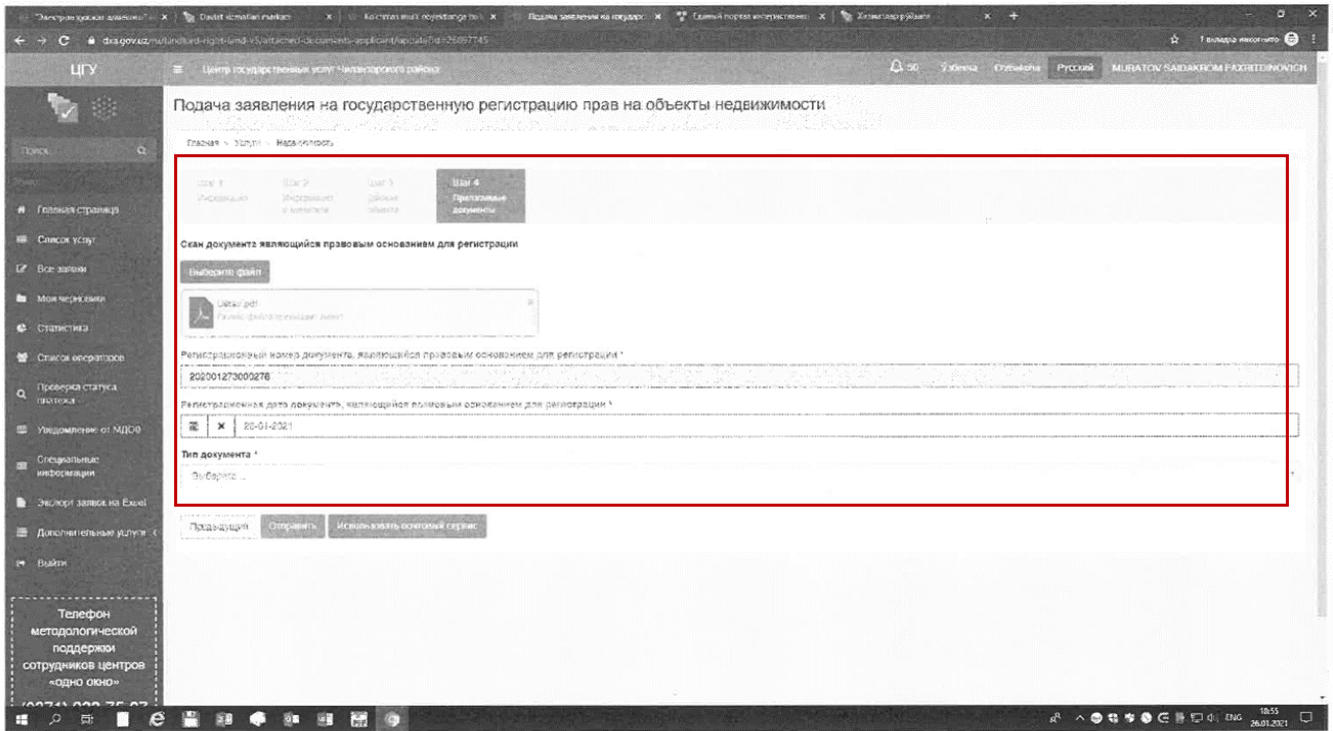
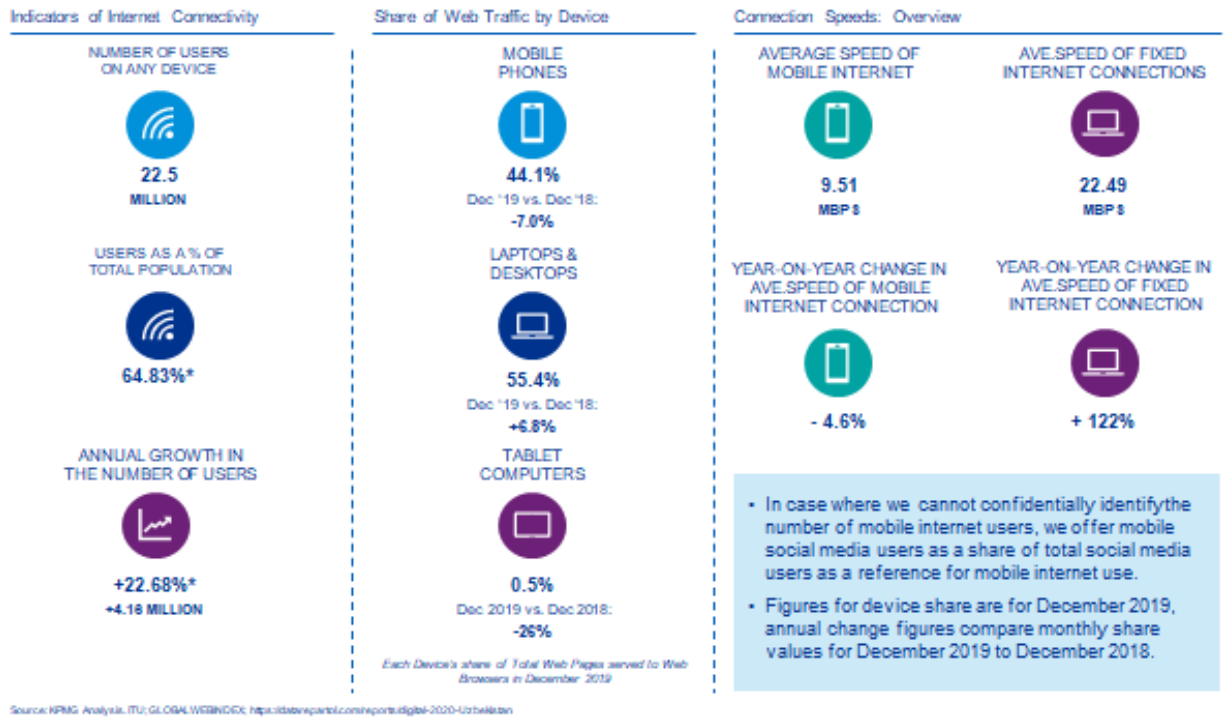


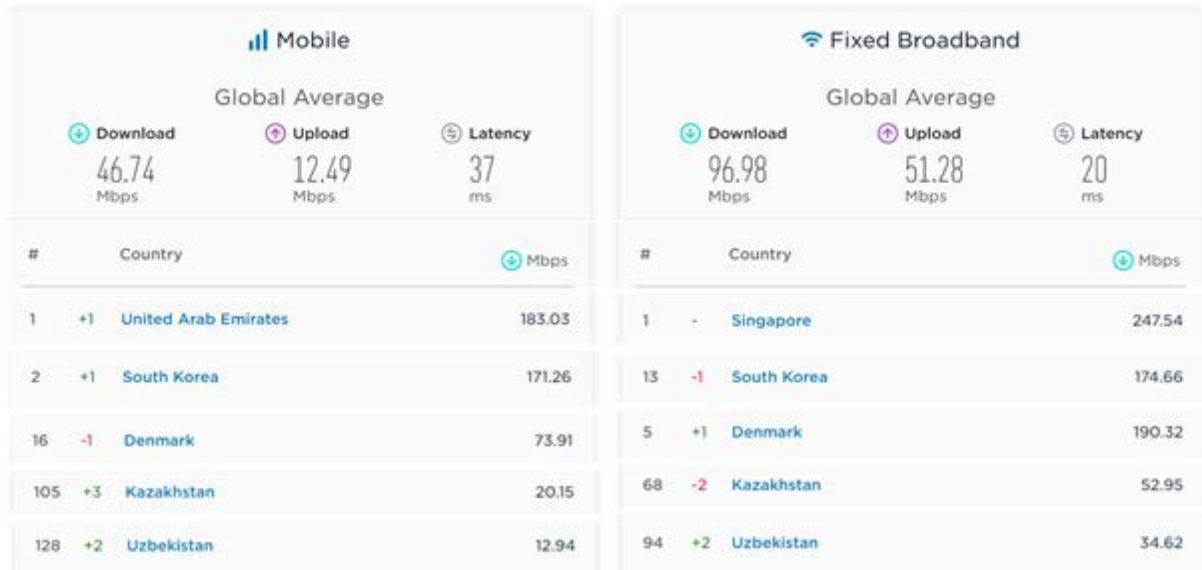
Figure 60: Uzbekistan Internet Use Overview

a.



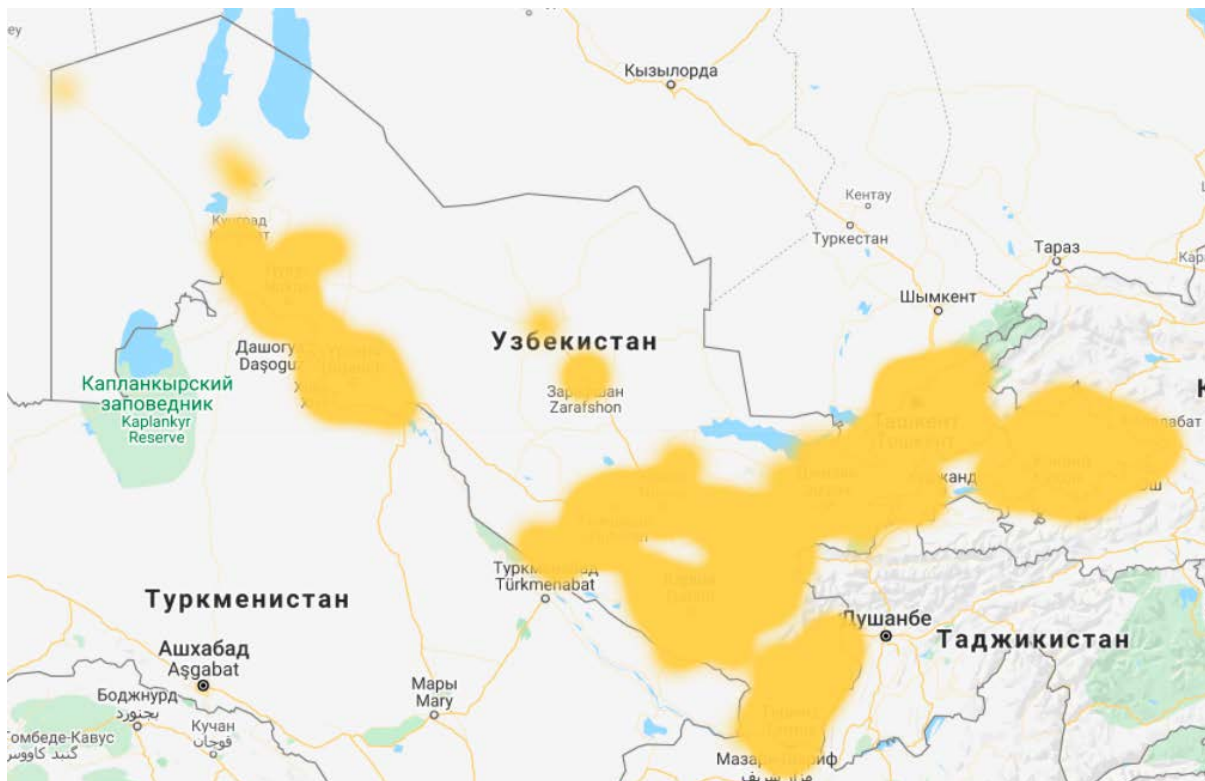
b.

Global Speeds January 2021



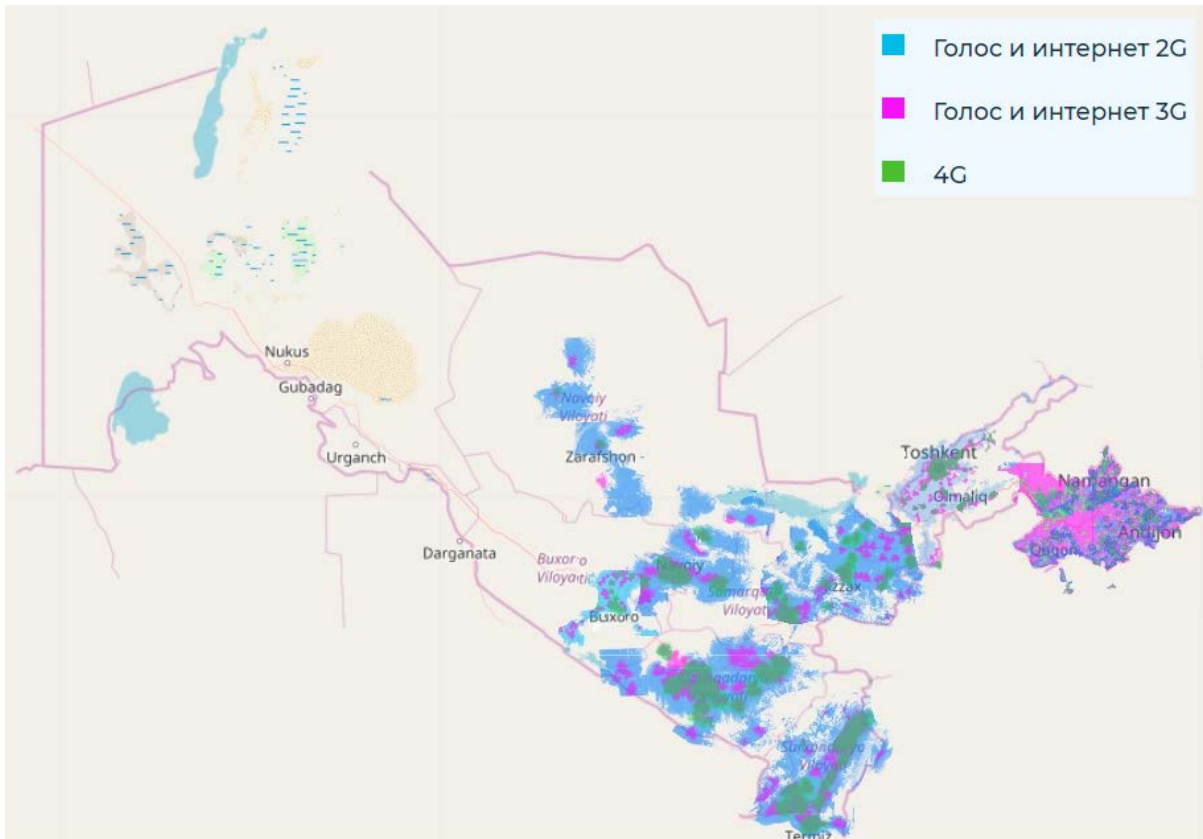
Source: <https://www.speedtest.net/global-index>

Figure 61: Beeline 4G Network Coverage Map



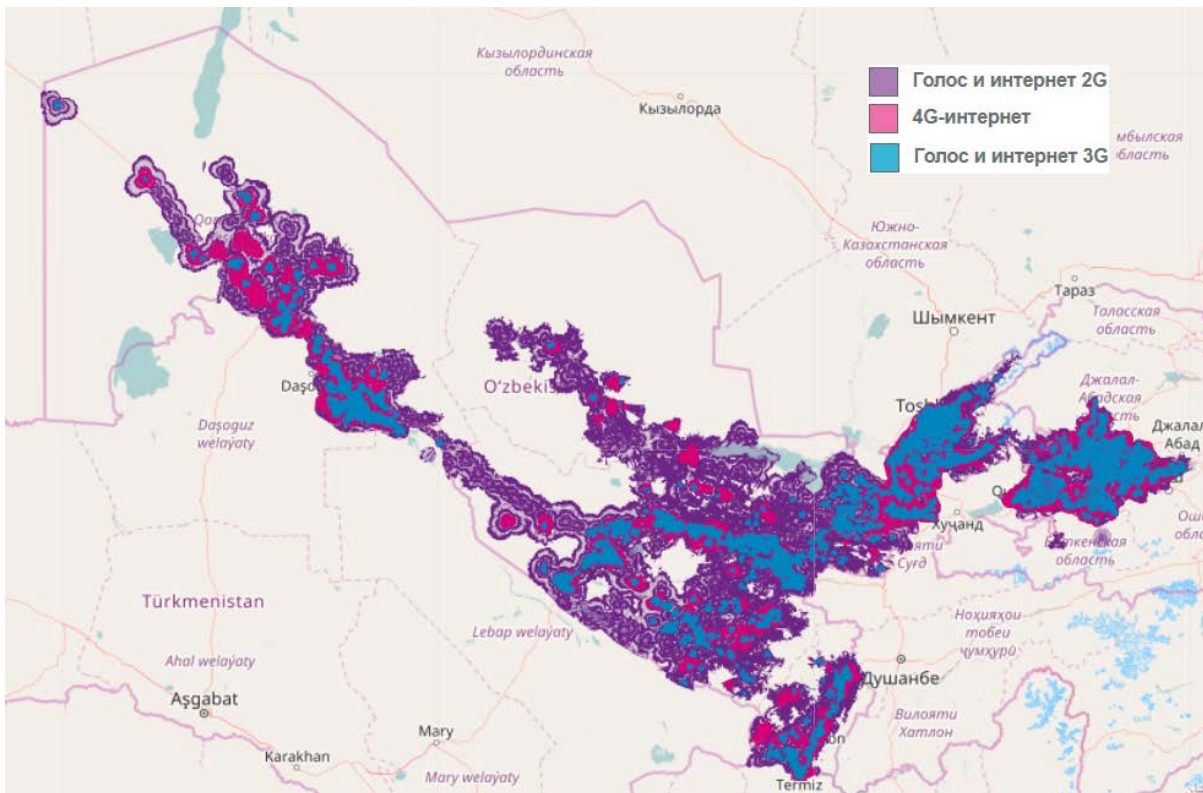
Source: <https://beeline.uz/ru/coverage-and-offices>

Figure 62: Uztelecom Network Coverage Map



Source: <https://uztelecom.uz/ru/chastnym-litsam/mobilnaya-svyaz-1/gsm/poleznaya-informatsiya/zona-pokrytiya-2>

Figure 63: Ucell Network Coverage Map



Source: https://ucell.uz/ru/useful_info/coverage

Table 23: Number of end users covered in 2019

Region	Average daily number of service recipients, end users	Number of Centers	Number of Branches	Number of end users covered by each Center, end user/day
Samarkand region	4,571	16	0	286
Fergana region	6,244	18	0	347
Kashkadarya region	4,094	15	0	273
Andijan region	4,207	16	0	263
Tashkent region	4,423	22	0	201
Tashkent	3,141	11	0	286
Namangan region	4,577	12	0	381
Surkhandarya region	3,717	14	0	266
Bukhara region	2,988	13	0	230
Karakalpakstan	3,403	17	2	200
Khorezm region	3,485	12	0	290
Jizzakh region	1,979	13	0	152
Navoi region	1,561	11	0	142
Sirdarya region	1,569	11	0	143

Source: number of services for 7 month from PSA
 number of population - <https://xs.uz/ru/post/naselenie-uzbekistana-vyroslo-uvelichilos-chislo-oblastej-millionnikov>,
<https://stat.uz/ru/ofitsialnaya-statistika/demography>

Figure 64: Letter on employees of public service centers



100011, Toshkent shahri, Abay ko'chasi, 6-uy, Tel: 711 210-11-04 (uchku 1021), 244-07-24, Faks: 244-07-24

№ [REDACTED]

- 06 - 08 20 20

Хурматли [REDACTED]

[REDACTED]

Хабарнома шаклини маълумотлар билан тўлдириш даврида Давлат хизматлари марказларининг маъсул ходимлари томонида ҳатоликларга кўп йўл қўйилмоқда.

Масалан, Тошкент шаҳар Қурилиш соҳасидаги ҳудудий назорат инспекциясига 2020 йил 7 ой давомида 484-та Қурилиш-монтаж ишларини бошлаш тўғрисида хабарнома келиб тушган бўлса, маъмурий регламентнинг 2-илоvasи билан тасдиқланган хабарнома шаклининг III-банд "Назорат органлари ва масъул ходимлар тўғрисида маълумот" кўрсатилган жадвалнинг 5-чи устунига умуман маълумотлар киритилмаган. Қолаверса 166-та хабарномалар турли хатолар билан тулдирилган.

Йўл қўйилган ҳатоликлар оқибатида, қурилиш соҳасидаги буюртмачилар томонидан ишга жалб қилинаётган мутахассисларнинг маълумоти ва малакаси мавҳум бўлиб қолмоқда, бу эса Республика миқёсида амалга оширилаётган қурилиш-монтаж ишларига тўғридан-тўғри салбий таъсирини кўрсатмоқда.

[REDACTED]

Иловада: Қурилиш-монтаж ишларини бошлаш тўғрисидаги ҳатоликлар билан тулдирилган хабарномалар 40 вароқда.

8.6 Detailed analysis of the trends in public services

Table 24: Analysis of institutional environment and global development trends in public services in Denmark, South Korea and Kazakhstan

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
1	Goals & Objectives	<p>The government focuses on creating a central ICT infrastructure that links the national government agencies, local government and municipalities to common services and a range of initiatives, projects and solutions such as digital infrastructure, data reuse, data security, digital welfare and digital business solutions.</p> <p>The Digital Strategy for 2011-2015 resulted in:</p> <ol style="list-style-type: none"> 1. Digital Post for citizens and businesses, that more than 100 digital self-service solutions became mandatory to use, 2. the launch of nationwide implementation of telemedicine and welfare technologies, 3. the establishment of the Basic Data Programme, etc. <p>The Digital Strategy 2016-2020 contained 33 specific initiatives which,</p>	<p>National e-government strategies are adopted every five years and are supported by sectoral development plans. The government developed the “e-Government Master Plan 2020” to address the challenges that come from a constantly evolving e-government environment.</p> <p>The plan consists of five strategies:</p> <ol style="list-style-type: none"> 1. Developing all-digital government service 2. Reforming public administration based on intelligent information 3. Creating more digital friendly industries 4. Building a hyper connected e-government platform 5. Taking a lead in the global e-government order. 	<p>The creation of e-government was necessary in order to make the work of government bodies more efficient, open and accessible to citizens.</p> <p>E-government is a single mechanism of interaction between the state and citizens, as well as state bodies with each other, ensuring their consistency with the help of information technologies</p> <p>The corporation's strategy is aimed at the following:</p> <ol style="list-style-type: none"> 1. Development of competencies of employees of the State Corporation 2. Values of SANA (code of corporate culture): <ul style="list-style-type: none"> – S-SENIM (trust) – A-ASHYQTYQ (openness) – N-NÁTİJE (result) – A-ABYROI (dignity) 3. Implementation of the "Happy Customer Concept"

SI. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<p>together, lay the foundation for public sector digitisation in the years to come.</p> <p>The three objectives of this strategy are to:</p> <ol style="list-style-type: none"> 1. implement public digital services that are easy to use and are of high quality; 2. implement digital services that provide a solid framework for growth; 3. keep trust and security at the centre of the development of new digital solutions. 		
2	Services & processes	<p>Through citizen.dk (borger) portal the citizens have access to more than 2000 self-services such as taxes, healthcare, finance and real estate. It is a single sign-on solution, enabling citizens to access and receive services and information from different public sector agencies without having to log in several times.</p> <p>This was enabled through the provision for a 'NemID' code card to each citizen.</p>	<p>Government 24⁶⁹: (Gov.kr) is Korea's e-government Public Service Portal, providing 24-hour online services to every citizen anytime, anywhere. It aims to provide various online services including information on civil affairs, application and issuance of civil affairs documents without having to visit administrative offices. With over one million foreign residents and multicultural families (approx. population 180,000)</p>	<p>The State Corporation (the non-profit joint-stock company "State Corporation Government for Citizens) is a single provider engaged in the provision of public services to individuals and (or) legal entities on the principle of "one window".</p> <p>E-government projects include:</p> <ul style="list-style-type: none"> – the IP "E-Akimat", – IP "E-Notary", – SDB "Individuals",

⁶⁹ <https://www.gov.kr/portal/govEng#>

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<p>It provides a one-time code for citizens to access various public digital services.</p> <p>In 2018, a mobile application of the NemID was launched, to enable citizens access public services through smartphones and tablets. However, the NemID is expected to be replaced by a new digital identity solution, MitID, by 2021. The new digital identity system is being developed to address the rising cybersecurity and privacy concerns and improve the user experience.</p> <p>Provision of services to citizens with limited/no access to internet</p> <p>Between 2011 and 2015, the Danish government passed various legislations that mandated digital self-service, managed either by local municipalities or the central government.</p> <p>However, the government expected these legislations to create an issue for citizens who do not have access to internet and digital communication services. As part of these legislations, they highlighted that if a citizen is unable to access the digital services offered by</p>	<p>living in Korea, multilingual application forms for specific services are offered, taking an inclusive approach to providing more convenient administrative services to a wide range of customers.</p> <p>Government 24 website also provides one-stop service, which is convenient for applying by integrating related services by subject at once.</p> <p>Government 24 provides more than 90,000 services of central administrative agencies, public institutions, and local governments in one place as well as more than 87,000 News, Reports, & Publications. Among them, 1,300 types of services provided by other organizations, including civil affairs such as a copy of resident registration and land register, can be applied, inquired, and issued directly from the Government 24.</p>	<ul style="list-style-type: none"> – SDB "Legal Entities", – SDB "Real Estate Register", – the Unified System of electronic document management of state bodies, – the Integrated IP "PSC", – IS SDB "E-licensing", – the Intranet portal of state bodies, – the gateway and payment gateway of e-government, – the information system "Mobile Government", – chatbots in Telegram, Facebook and Vkontakte, and others. <p>Information system "E-licensing" was created in order to automate the licensing processes and provide an effective, transparent mechanism for interaction between state bodies-licensors and the business community. The implementation of the project was carried out in two stages, for 7 years.</p> <p>Unified notary information system "E-notary" is designed to improve control over notarial activities and optimise the</p>

Sl. No	Criteria	International Organisations		
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		Denmark	South Korea	Kazakhstan
		<p>an authority, they must contact the relevant authority for guidance on how to access these services.</p> <p>Further, the government organized country-wide campaigns and outreach programs focused specifically on population groups who may have difficulty in accessing online digital services.</p> <p>As of August 2018, 91% of the Danish citizens could access online digital services, which was higher than the government’s anticipated figure of 80%.</p> <p>Application through digital channels:</p> <ol style="list-style-type: none"> 1. Pension – 95% 2. Education – 97% 3. Maternity benefits – 100% 	<p>Portal includes Korean Government Services, Minwon⁷⁰ Services, Policy Information:</p> <ol style="list-style-type: none"> 1. Korean Government Services consolidates 70,000 different types of government services available to the public and classifies them into 12 categories. Korean Government Services provides customized services in a variety of ways that are tailored to each individual citizen’s life. 2. Minwon⁷¹ Services provides access to information on the competent authorities, required documents, fees, processing deadlines, related laws and regulations for over 5,000 types of Civil petition online anytime, anywhere without physically visiting government agencies. Also, more than 300 of these services accept applications through mobile platforms. 	<p>work of notaries. The system involves the registration of notarial actions in the electronic register, and also benefits all participants in legal transactions. E-Notary allows notaries to verify the authenticity of documents, obtain data on real estate, keep records of inheritance cases and wills, receive electronic certificates from the e-government portal and verify the authenticity of power of attorney. Citizens, when applying to a notary in this case, can be sure of the reliability of the data, the legitimacy and legality of the transaction.</p> <p>Open Government started in 2013 and its components are:</p> <ul style="list-style-type: none"> – open data in 2014, – open laws and regulations in 2014, – open dialogue in 2015, – open budgets in 2015, – evaluation of the effectiveness of government agencies in 2017.

⁷⁰ 'a service citizen requested' in Korean

⁷¹ 'a service citizen requested' in Korean

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
			<p>3. Policy Information gives access to important news and policy information from government institutions including the central government, local governments, public institutions, in addition to policy, data, research reports, laws and statistical information.</p> <p>The government formulated a smart e-government plan in 2011 to transform computer-based e-governance into mobile-based e-governance. The aim was to enable citizens to access public services. As part of this, the government established a web-based portal (m.korea.go.kr) specifically to be used through mobile devices.</p>	<p>"Mobile application eGov Mobile" aimed at providing public services through a mobile device and create an additional and effective channel of interaction of the population with government to achieve sustainable social development. Main components of the system include:</p> <ul style="list-style-type: none"> – "SMS gateway" provides receiving and sending SMS messages to citizens provide public services in a short free room "1414". – "Mobile citizens" (BMG) is intended for accumulation and storage of personal information about the user of the electronic government. <p>Chat-bots in Telegram, Facebook and V Kontakte are virtual consultants based on artificial intelligence to automate the most frequently requested public services by providing the necessary information from the ECC knowledge base, as well as a link to the sections of the site. Chatbots operate on the egov.kz, 1414.kz, as well as in the messengers where services can also be received.</p>

SI. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
				<p>Smart Bridge project is a simplified process of integration between the information systems of public authorities and the private sector. The purpose of the "Smart Bridge" project is simplification of organizational procedures for integration, interaction of government agencies with business and development of a competitive environment (within the framework of the "Showcase of Services" platform of the "Smart Bridge" project).</p>
3	<p>Key stakeholders & partners</p>	<ol style="list-style-type: none"> Government – Ministry of Finance Agency for Digitisation (regulatory and mandated body) Management Committee of Danish regions and LGDK (5 regions and 98 municipalities) Industry and civic groups – private industry and civic society <p>Denmark's Ministry of Finance has an agency known as the Agency for Digitisation that is responsible for the development of the government's digital policy and implementation of digital</p>	<ol style="list-style-type: none"> Government – Ministry of the Interior and Safety National Information Resources Service (NIRS) <p>The Ministry of the Interior and Safety (MOIS) is responsible for government innovation, administrative efficiency and e-government. Ministry has following objectives⁷²:</p> <ol style="list-style-type: none"> Design and deliver digital services for the benefit of citizens 	<ol style="list-style-type: none"> Government – the Government of the Republic of Kazakhstan, represented by the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan The Ministry of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan is the body exercising the right to own and use the state block of shares of the non-profit joint

⁷² <https://www.mois.go.kr/eng/sub/a03/EGovernment/screen.do>

SI. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		services in the public sector. Through this Agency, Denmark is actively connected to citizens with regards to the implementation of the common public sector Digital Strategy.	<ol style="list-style-type: none"> Innovate and optimize public administration Ensure security, robustness, and reliability of digital services Protect personal information and privacy Promote sharing and utilizing public data Enhance interoperability Prevent potential duplication in government investment 	stock company "State Corporation "Government for Citizens"
4	Infrastructure	<p>Basic Data Registers are Available on the Data Distributor Platform. The Data Distribution Platform is the distribution channel that makes basic data from several authorities accessible in the same place.</p> <p>The guides provide citizens with an overview of what they need to know and understand regarding their life event and give them a collection of relevant links to i.e. public services and self-service solutions.</p>	<p>The e-government Standard Framework ("eGovFrame") is a platform-specific standardised development framework for public sector IT projects.⁷³ It has these objectives:</p> <ol style="list-style-type: none"> to increase the quality of e-government services, the efficiency of IT investment the standardisation and the reusability of application through establishing and applying the development framework standard. 	<p>The State Corporation currently provides more than 83% of public services from the general Register of Public Services. It provides services using mobile PSC for residents of remote areas, through rural post offices, as well as home visits for people with disabilities.</p> <p>The State Corporation was created using international experience of Canada. In Canada, a single Service provider operates on the principle of a full cycle of public services, providing for the</p>

⁷³ <https://www.egovframe.go.kr/uss/eng/EgovIntro.do>

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<p>First launched in January 2007, the Citizen portal (or the English language citizens portal for foreigners living in Denmark) is a single Internet entry point to the public sector's information and eServices to citizens, regardless of the origin of the public authority.</p> <p>My Page is the citizens' personal page on the portal. Here, citizens can log in using their NemID (eID solution) and have access to some of the information on them held by the public authorities. For example, information on tax, pensions, health, student grants or housing can be found.</p> <p>The business portal virk.dk is the common public eService channel for businesses, allowing them to handle their reporting obligations towards the public sector. The overall objective of virk.dk is to relieve Danish businesses from administrative burdens and to provide a single entrance to the public sector. virk.dk delivers several fully digital solutions for the benefit of businesses and the administration,</p>	<p>The standardisation of e-government Framework:</p> <ol style="list-style-type: none"> 1. eliminates the technical dependency on vendor's proprietary development framework, 2. promotes the standardisation, 3. increases the quality and reusability, of application, 4. increases the investment efficiency through the unification of development framework maintenance. <p>“e-People” program is a representative pan-governmental online communication window, enabling convenient online processing of civil complaints, suggestions, reports, policy debates, etc. It addresses people's complaints against government agencies and encourages people to participate in governance to improve policies.</p> <p>“Petition to the President - president.go.kr” People can submit a petition directly to the website of the President's office.</p>	<p>reception, processing and issuance of documents by the provider itself.</p> <p>The State Corporation accepts applications and issues results for 621 state services of the Register of State Services. It provides a full cycle of "front-back office" services.</p> <p>Advantages of providing full-cycle services:</p> <ul style="list-style-type: none"> – control over the quality of public services improvement, – business processes optimisation, – administrative barriers reduction, – no burden on the state budget. <p>The next step will be the development of "omnichannel", ensuring uninterrupted access of the applicant to services and is aimed at integrating all data into a single stream.</p> <p>In order to create a unified infrastructure of the State Corporation and optimize costs, it is planned to create a single territorial branch of the State Corporation in the regions.</p>

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<p>regardless of the competent administrative body. The portal contains more than 1,000 eForms. In 2018 there was a total of 27 million user sessions at virk.dk.</p> <p>Real property portal contains articles, step-by-step guides, tools and documents designed to make it easier and more secure for users to sell or buy homes.</p> <p>The website IT-formidler.dk was created to support the many initiatives around the country aimed at improving Danish IT skills. This web site primarily aims at giving the opportunity to every teacher in the country to share experiences, produce educational materials and retrieve teaching modules.</p> <p>The Agency for Digitisation has launched a service in October 2017, from where it is possible for the public to see the operational status 'live' on all common public sector digital services. The operational status service covers the following public key services:</p>	<p>Korea ON-line E-Procurement System (KONEPS) a nationwide web-based procurement system, dealing with whole procurement process including acquisition of all the information on the national procurement projects, procurement request, bids, contracting and payment for public organisations and private firms registered with KONEPS. All the public procurement information is open on Internet Site.</p> <p>"KIPOnet" program is an electronic patent administration system that takes care of all the patent processes including application, inquiry, examination and registration.</p> <p>The government also launched "Hometax" program, which is an electronic national tax system that allows online processing of tax affairs, without visiting tax offices or bank. Its mobile version "Mobile Hometax" allows citizens and businesses to undertake various tax-related services such as income tax and value added tax</p>	<p>Considering international experience, the issues of placement of service providers providing the most popular public and related services together with the front office of the State Corporation will be worked out. This will make it possible to provide public services in a full cycle and with a minimum period of time.</p> <p>"Unified State Real Estate Cadastre" (USREC) project provides the state and the population with complete and up-to-date information about land plots, buildings and structures, communications and their main characteristics. Its creation will ensure the integrity of the database, the completeness and reliability of information, prompt update of information, eliminate corruption risks, reduce the costs of citizens and businesses when registering real estate rights, and also allow Kazakhstan to increase its level in the World Bank's Doing Business rating. The implementation of the USREC is planned to be completed by 2021. In accordance with the State Program "Digital Kazakhstan", as part of the</p>

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<ol style="list-style-type: none"> the Single-Sign-In solution NemLogin; the eID/digital signature solution NemID; national citizen portal borger.dk; the eCommerce register solution NemHandel; the bank account register for public sector transfers NemKonto; the mandatory digital letter box, Digital Post, for communicating with public authorities. 	<p>filing, issuance of tax-related certificates, checking the payment status of taxes, e-business registration etc.</p> <p>“Bokjiro” program provides information on welfare services, such as child allowance, education welfare priority support, etc.</p> <p>“UNI-PASS (CUPIA)” (Customs UNI-PASS International Agency) is an expert group that focuses on development & operation of e-customs and single window systems as well as providing customs modernization consulting services to customs authorities around the world for more than a decade. CUPIA is the Korea’s national e-customs system which is currently connected to 27 trade related government agencies, 169 different government organizations and over 260,000 trade related companies via the Single Window system and safest systems among the 180 WCO member states, and CUPIA has successfully</p>	<p>application of new technologies, the possibility of using blockchain technology in the creation of the USREC will be considered.</p>

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
			implemented its sister systems in various other countries.	
5	IT KPIs	<p>User Centricity</p> <p>Digital Signatures: NemID, Denmark’s digital signature service provides citizens with easy and safe access to eServices. NemID has over 70% of the Danish population connecting to digital services safely and securely. Currently, approximately 4.7 million Danish citizens use NemID and more than 55 million transactions currently take place on a monthly basis.</p> <p>NemID has evolved as a new solution known as MitID is currently being developed. This is an opportunity to build upon the framework by which millions of Danish citizens access services online. One of the central needs in the development of MitID will be to pull in better digital solutions for businesses in the private sector, so that Denmark can have a more inclusive and holistic framework for digital services that includes both the public and private sector.</p>	<p>User Centricity & Transparency</p> <p>AI-based Chatbot for citizens: citizens can request and receive necessary information and notifications from the government agencies through a messenger app or AI speakers of their choice without having to visit the government portal (gov.kr). Gov.kr provides tailored information for each citizen and one-stop life cycle services, which has a mobile-based service design. It is built on the G-Cloud.</p> <p>Digital document and wallet: the Korean citizens and residents can simply store digital certificates issued on GOV.KR portal or app in their own “Digital Wallet” for verification or submission without having to print and submit them in person to a third-party organization.</p> <p>My Data: citizens can directly manage their personal information held by government agencies. It would allow the</p>	<p>User orientation, transparency & maximum efficiency in providing services to citizens</p> <p>The State Corporation implements performance management through quantitative (management goals and efficiency) and qualitative tools (a system of professional, corporate and managerial competencies). The implementation of the SMART employee performance assessment system to align strategic objectives with the individual goals of each department and employee. The evaluation process focuses on providing feedback about performance and identifying ways for development and improvement.</p> <p>Strategic direction 1 - a single provider of public services.</p> <p>KPIs:</p> <ol style="list-style-type: none"> 1. The level of satisfaction with the quality of services, %

SI. No	Criteria	International Organisations		
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		Denmark	South Korea	Kazakhstan
		<p>Transparency:</p> <p>The Danish government provides the all information to its citizens about the development of digital service delivery, the security of personal data.⁷⁴</p> <p>Digital enablers:</p> <p>There are key enablers that exist within this category and indicate the health of an e-government:</p> <ol style="list-style-type: none"> 1. Identification (eID), 2. electronic documents (eDocuments), 3. Authoritative Sources, 4. Digital Post. <p>Digital Post refers to “the possibility that governments communicate electronically-only with citizens or entrepreneurs through digital mail solutions”. The development and implementation of a digital post box for citizens and businesses to receive</p>	<p>citizens to choose essential data to be shared when applying for and receiving government services, giving them control over their own data.</p> <p>On-Nara BPS (e-document system) is the standard e-Document application for government agencies, which enables digital signature verification and forgery prevention and unites 289 agencies.</p> <p>Digital enablers:</p> <p>Mobile ID: starting with the mobile ID for the government officials, MOIS plans to expand the service to other types of ID including a driver's license. The citizens will be able to enjoy government services with the digital ID instead of the current plastic ID.</p> <p>The National Information Resources Service (NIRS) is the world's first pan-governmental data center responsible for integrating and managing the data and information of central government institutions. NIRS integrates, operates</p>	<p>2. Annual increase in income from commercial activities (compared to the previous year), %</p> <p>Strategic direction 2 - transition to a digital format for serving citizens and businesses.</p> <p>KPI:</p> <ol style="list-style-type: none"> 1. Opening of Digital PSC (transformation of front offices). <p>Strategic direction 3 - development of the human capital</p> <p>KPIs:</p> <ol style="list-style-type: none"> 1. Decrease staff turnover through the introduction of material, non-material incentives for employees, % of the total number of employees 2. Employees who have completed advanced training through the development of professional and personal-business competencies, % <p>Digital enablers:</p>

⁷⁴ digital-growth-strategy-report_uk_web-2.pdf (em.dk)

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<p>information from the government has been mandatory since November 2014.</p> <p>Citizen Portal: a single-entry point for citizens to access information related to the public sector, as well as eServices. This portal allows citizens to manage their communications with the public sector and offers self-service on over 2,000 government-related services and more than 4.9 million visits per month in a population of 5.5 million people. This is also where citizens can manage their Digital Post.</p> <p>Business Portal: an eService for businesses to manage their reporting obligations with the Danish government. It relieves the confusion and inconsistency that comes with accessing government services as a business online. The Business Portal also has a dashboard which shows an overview of report deadlines and task obligations</p>	<p>and manages 1,230 digital government services linked to 45 central government institutions and controlling about 45,000 government information resources, including servers and storage, consolidates and retrieves information through the government-exclusive G-Cloud to facilitate interdepartmental information sharing and optimise resource utilisation.</p> <p>Indices:</p> <ol style="list-style-type: none"> Digital Public Services Index = 1 out of 33⁷⁸ OSI (Online Services Index) = 1 TII (Telecommunications infrastructure index) = 0.9684 EGDI = 0.956 (EGDI rank in 2020 - #2- the best digital government)⁷⁹ <p>Cybersecurity</p> <p>NIRS protects government information systems safely from various cyber threats. Its in-house made multi-layered</p>	<p>The eGov mobile app can be logged using digital signature or one-time password⁸¹ and issue a digital signature via the mobile app within several minutes without visiting the branch.</p> <p>Bind your existing digital signature to a 4-digit PIN code and in-built biometrics of your device (Face ID, Touch ID).</p> <p>The following is displayed on the homepage:</p> <p>Brief instructions on how to work with the app. The instructions are presented as stories, familiar to users from social media.</p> <p>QR scanner:</p> <ul style="list-style-type: none"> authorization and signing of services. payment. access to view third-party documents in “Digital Documents”. A user can provide access to his/her digital documents in the “Digital

⁷⁸ Digital Government Index, OECD (pdf)

⁷⁹ 2020 UN E-Government Survey (Full Report).pdf

⁸¹ One-time password is an SMS-notification with verification code sent to a user’s mobile device after submission of request. In order to use a one-time password, a user should be registered in the Mobile Citizens Database

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<p>related to the public sector. For citizens looking to start a business, there is information consolidated from over 16 different authorities on the Business Portal with the most up-to-date business regulations, as well as guidance on how to start a new business in Denmark. Currently, the Business Portal contains over 1,000 eForms and has over 27 million user sessions.</p> <p>Indices:</p> <ol style="list-style-type: none"> 1. Digital Public Services Index = 4 out of 33⁷⁵ 2. OSI (Online Services Index) = 0.9706 3. TII (Telecommunications infrastructure index) = 0.9979 4. EGDI = 0.9758 (EGDI rank in 2020 - #1 the best digital government)⁷⁶ <p>Details on the digital services improvements are provided in the Figure</p>	<p>intelligent cyber security management system does not allow any type of cyber-attack including hacking, DDoS and malware to defeat systems and supports to provide safe e-government services stably. Furthermore, enhanced cooperative scheme with relative agencies has been strengthened for prompt recovery when infringement occur. It created nSIMS (national security & Information Management System) to correct and analyse logs assisted by big data-based system and obtained GISMS certification⁸⁰.</p>	<p>Documents”, by clicking “Open Access” button, afterwards a unique QR code is generated available for one-time scanning by a third party.</p> <p>The “Popular Services” section presents the most searched services. In the “Service Catalogue” section, services are grouped according to the respective categories. In the “Request History” section, a request status as well as service delivery result can be viewed or saved.</p> <p>“Services” section:</p> <ol style="list-style-type: none"> 1. “Digital Documents” is a service for storing personal electronic documents in the eGov Mobile app. The service also provides a capability for a citizen to grant third parties access to documents upon their consent. 2. “Electronic labour exchange” is a single digital platform for employment

⁷⁵ <https://en.digst.dk/news/news-archive/2020/october/denmark-among-the-best-countries-to-provide-digital-public-services-according-to-oecd/>

⁷⁶ 2020 UN E-Government Survey (Full Report).pdf

⁸⁰ http://www.nirs.go.kr/eng/key/key_02.jsp

Sl. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<p>66: Digital Public Administration Indicators in Denmark.</p> <p>Cybersecurity Since 2016, the Danish government authorities have had an obligation to comply with the requirements of the international security standard ISO27001, which sets out best practice for information security management.</p> <p>'NemID' (EasyID), the new digital signature, provides easy and safe access to a wide range of public and private self-service solutions on the web, including eBanking, real estate, insurance and pension funds services.</p> <p>NemLog-in' is a login and single sign-on solution established under the auspices of the common public user management, to make the digital Denmark safer and provide better services for citizens.</p> <p>The new digital identity verification solution (MitID) would enable financial services companies to offer services to customers 24/7, as it would allow customers to authenticate themselves</p>		<p>that provides a capability searching for job:</p> <ul style="list-style-type: none"> – create a CV, get invitations to interview from employers, respond to a job or decline an invitation; – create a subscription for vacancies based on the specified parameters and receive e-mail notifications. – pass a career guidance test to determine the professions that appeal the most. <p>3. “Health passport” enables getting a clinical document that stores structured information about a patient's health status, as well as data on registration at a medical organization, dispensary registration, laboratory examinations results and so on with capability of downloading a document to “Health” program for iOS.</p> <p>4. “Pension calculator” enables calculating the estimated amount of future pension payments.</p>

SI. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
		<p>online, through the app. As a result, banks and other institutions would require less bank branches to serve the customers. Therefore, the MitID solution is expected to help these companies save nearly EUR 25-50 million annually.⁷⁷</p>		<p>In the "Notifications" section, you can view all the notifications related to status updates on services as well as informational messages.</p> <p>The "Profile" section displays personal information from various state databases about family, personal documents, social status, information on participation in a legal entity, information about vehicle and real estate, etc. and information about the validity period of digital signature.</p> <p>In "My Cards" section, you can link a payment card to pay for state duties.</p> <p>Indices:</p> <ol style="list-style-type: none"> The Network Readiness Index in 2020 = 39 out of 139 countries (55 in 2012)⁸² is the best among the CIS countries <ul style="list-style-type: none"> World economic forum (WEF) Index of readiness in 2020 = 39 World economic forum (WEF) Index use in 2020 = 44

⁷⁷ The Danish Government presents 'Digital Growth Strategy' (investindk.com)

⁸² World Economic Forum (WEF) report, July 2016: The Network Readiness Index determines the level of development of information and communication technologies (ICTs) in a country and consists of 54 indicators that reflect the contribution of ICTs to the economy and the readiness of national economies to use these technologies

SI. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
				<p>2. UN World Ranking-E-Government Development Index (EGDI) in 2020 – 0.8375 (29)⁸³</p> <p>3. UN World Ranking-E – Participation Index (EPI) in 2020 - Very high EPI level (0.75 to 1.00).</p> <p>Cybersecurity</p> <p>"CYBERSHIELD" is a concept designed to achieve and maintain the level of protection of electronic information resources, information systems and information and communication infrastructure from external and internal threats, ensuring the sustainable development.</p> <p>Personal data Protection (Data Protection Agency) governed by the General Data Protection Regulation (regulations on the processing of personal data) a law of direct effect in the 28 countries of the European Union.</p> <ul style="list-style-type: none"> – 40th place of Kazakhstan in the global cybersecurity,

⁸³ 2020 UN E-Government Survey (Full Report).pdf

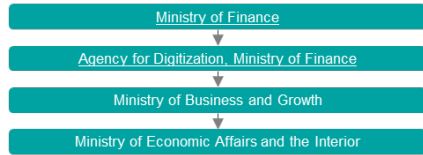
SI. No	Criteria	International Organisations		
		borger.dk (citizen.dk / virk.dk)	gov.kr	egov.kz
		Denmark	South Korea	Kazakhstan
				<ul style="list-style-type: none"> – 73% of public awareness of cybersecurity threats, – 46% availability of employees in the field of information security, – 7 operational information security Centers, – 3 computer Incident response services (FIRST).

Figure 65: Management structure of public services in Denmark

Ministry of Finance involved in the following steps: **Strategy – Coordination – Implementation – Support**

National eGovernment

POLICY/STRATEGY



COORDINATION



IMPLEMENTATION



SUPPORT



AUDIT/ASSURANCE



DATA PROTECTION



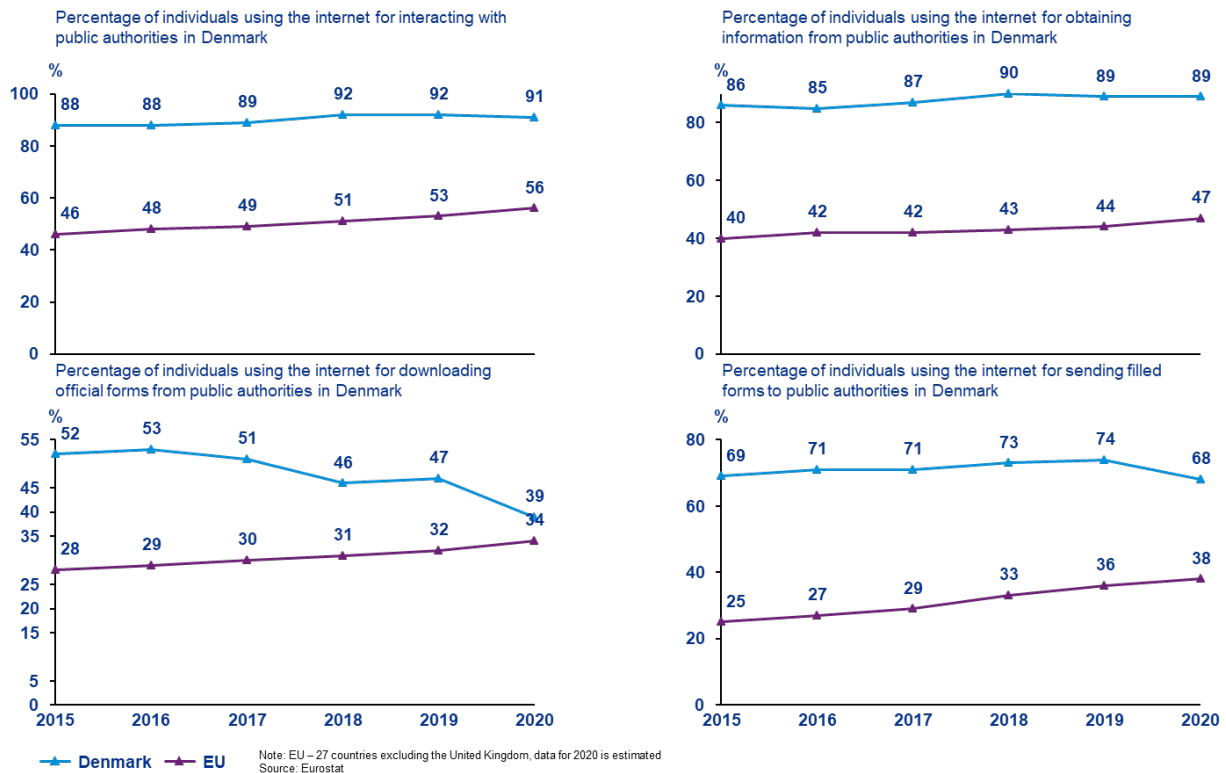
- **The Ministry of Finance** is the main initiator of strategies, initiatives and policies related to eGovernment in Denmark. The shaping of strategies is based upon the idea that the public sector must constantly develop and improve work procedures and methods to deliver the best possible quality of services provided.
- A catalyst for the setting of the strategy is **the Agency for Digitisation**, which is rooted in the Ministry of Finance. The Agency was set up in November 2011, after the merger of the National IT and Telecom Agency and the Agency for Governmental Management, to further consolidate and strengthen ICT enabled efficiency and effectiveness of the public sector. The Agency's main responsibility is to contribute to the accomplishment of the political vision, the strategy and the understanding and development of relevant technology.
- **The Ministry of Business and Growth** is responsible for telecommunications regulation, the corporate IT strategy in Denmark. Through the latter initiative, it promotes further cooperation among corporations in the IT area, and reinforcing relevant services for businesses and other authorities. This takes place in coordination with **the Ministry of Finance**, and **the Ministry of Economic Affairs and the Interior**.
- **The Ministry of Economic Affairs and the Interior** performs tasks regarding IT modernisation and digitisation-related issues, in combination with the two Ministries mentioned above

- **Agency for Digitisation** gathers strong strategic, professional and technical competences within one single organisation. This facilitates one of its main roles which are to assume the responsibility to run eGovernment strategy and policies from concept to output. Therefore, the Agency coordinates efforts and relevant actors to ensure the benefits of realisation of the eGovernment strategy. The Agency is the hub of the tasks and responsibilities of the old Digital Taskforce. It coordinates the work and acts as the secretariat for the Steering eGovernment in Denmark
- **Committee for joint Government cooperation** (STS) coordinates the national eGovernment Strategy and the Steering Committee for the eGovernment Strategy, the committee consists of stakeholders from all levels of government. Agency for Governmental IT Services operates since January 2010 and is responsible for setting the foundations for the further digitalisation of the central government. The Agency is responsible for running efficient administrative IT services and ensuring a high and consistent IT service across central government. Therefore, the main tasks include the development and harmonisation of IT policies among public bodies. Furthermore, Government IT is responsible for all administrative tasks related to IT, IT infrastructure and a range of tasks related to the operation, maintenance and user management of professional IT for eight ministries.

The Steering Committee for joint Government cooperation (STS) consists of top representatives from central ministries, the municipalities and regions. The committee performs preparatory work for major political decisions, including the yearly economic negotiations between central and local government and the digital strategy.

Source: KPMG analysis, Agency for Digitisation

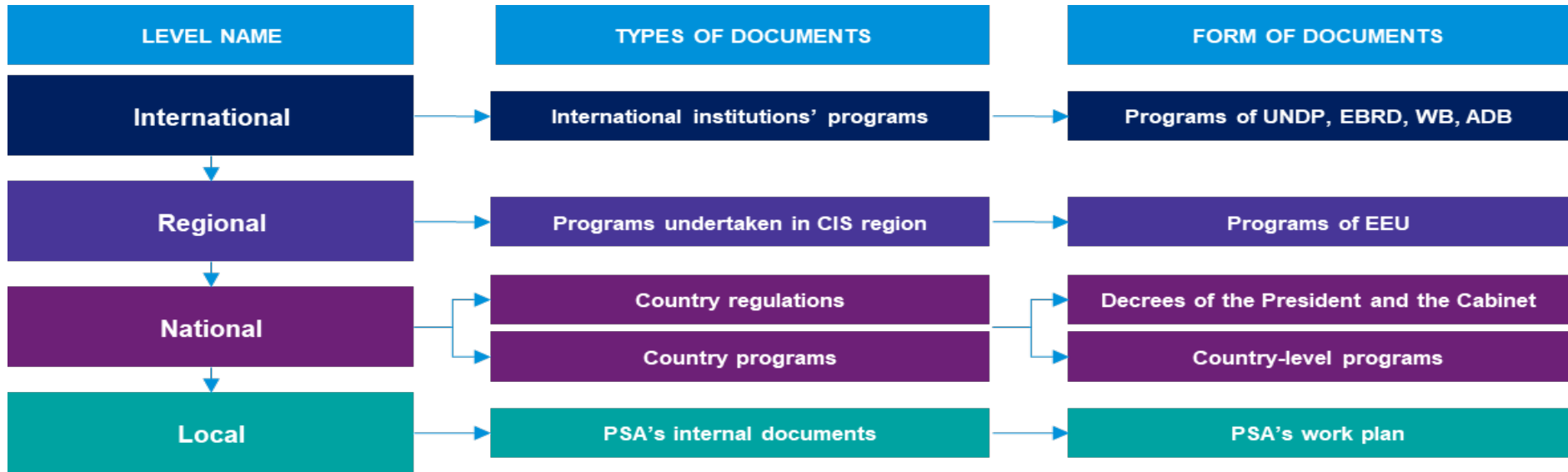
Figure 66: Digital Public Administration Indicators in Denmark



Source: Eurostat

8.7 Strategic activities⁸⁴

Figure 67: Classification of levels



⁸⁴ Strategic activities that have medium and high impacts have been color coded accordingly

Table 25: International activities

№	Program name	Priorities/ Goals	Ranking by importance	Explanation
1.	UNDP: United Nations Development Assistance Framework (UNDAF) for 2016 to 2020, aligned to the national Action Strategy 2017 to 2021	1) Inclusive economic development, with a focus on employment and social protection;	Low	Priority areas do not affect neither public service provision nor social segments
		2) Quality health and education, to fully realize human potential;	Low	
		3) Environmental protection, to ensure sustainable development;	Low	
		4) Effective governance, to enhance public service delivery and the protection of rights.	Low	
2. 3.	EBRD: Uzbekistan Country Strategy 2017-2021.	5) Enhancing competitiveness by strengthening the private sector's role in the economy; Tracking indicators: Number of advisory clients reporting increased productivity or turnover, Total number/volume of MSME loans outstanding of PFIs (incl. WiB, LCY) etc.	Low	Do not affect neither public service provision nor social segments
		6) Promoting green energy and resource solutions across sectors; Tracking indicators: Improved quality and efficiency of municipal and energy infrastructure etc.	Low	
		7) Supporting increased regional and international cooperation and integration. Tracking indicators: Improved/increased transport infrastructure capacity etc.	Low	
	WB: The World Bank is progressing with the preparation of the Systematic Country Diagnostic for Uzbekistan to inform the development of a new Country Partnership Framework (CPF) for FY22–26.	1) The CPF will outline the assistance that the Bank will provide in the next five years to help the Government implement important social, economic, and institutional reforms.	Medium	It supports the Government in implementing economic and institutional reforms; modernizing the agriculture, health, education, water supply and sanitation, energy, transport, and social protection sectors; and promoting urban and rural development.

No	Program name	Priorities/ Goals	Ranking by importance	Explanation
4.	ADB: Country Partnership Strategy (2019-2023)	1) Area 1: Supporting private sector development; Tracking indicators: Share of state-owned banks in total assets of banks reduced to 70% by 2023 (2018 baseline: 84%), • At least five public–private partnership projects reached financial closure by 2023 (2018 baseline: none) etc.	Low	Priority areas do not affect neither public service provision nor social segments
		2) Area 2: Reducing economic and social disparities; Tracking indicators: Share of women borrowers in rural mortgage lending increased to at least 30% by 2023 (2017 baseline: 23%), At least 10 million additional residents have access to improved rural and urban infrastructure and services by 2023 (2018 baseline: not available) etc.	Low	
		3) Area 3: Promoting regional cooperation and integration. Tracking indicators: Bilateral trade turnover of Uzbekistan with neighbouring countries increased to \$6,000 million 2023 (2018 baseline: \$4,776 million) etc.	Low	

Table 26: Regional activities

No	Program name	Priorities/ Goals	Ranking by importance	Explanation
1.	EEU – Digital agenda 2025 Perspectives and Recommendations	1) Ensuring the strengthening of economic integration processes and international cooperation	Low	Priority areas do not affect neither public service provision nor social segments
		2) Creating a favourable environment for outside friction of regional digital initiatives	Low	
		3) Creating a common digital infrastructure and digital platforms	Low	
		4) Digitalization of leading economic sectors of the economy and union markets	Medium	One of potential effects is improvement in the quality of state and interstate services provided to citizens of the Union

No	Program name	Priorities/ Goals	Ranking by importance	Explanation
2.	The program “Digital Public Administration” of the Russian Federation	1) There are no physical documents in the state other than a citizen's identity card;	High	Goal is fundamental principle for public service provision development.
		2) A ban on requesting information from citizens that is at the disposal of the state, all the necessary documents are requested from electronic registers of authorities;	High	
		3) The principle of an integrated approach to solving life situations of applicants through super services;	High	
		4) Minimizing the participation of officials in decision-making on the provision of services, transferring services to online mode;	High	
		5) Omnichannel interaction using any user-friendly tools for applying for services (mobile devices, social networks, websites, banking applications, email);	High	
		6) Proactive provision of services based on changes in the status of citizens in departmental registers;	High	
		7) Exclusion of paper carriers in the processes of rendering services, interagency interaction and document flow between authorities.	High	

Table 27: National activities

No	Regulations / Program name	Priorities/ Goals	Ranking by importance	Explanation
1.	Decree of the President of the Republic of Uzbekistan on measures for reforming of the national system of public services provision № President's Decree (PD) -5278 12.12.2017	first, the unconditional implementation in the field of public services of the noble idea "It is not the people who should serve the state bodies, but the state bodies must serve the people" by dramatically improving their quality, efficiency, transparency and accessibility;	High	Goals are set at legislative level
		second, the transformation of the Unified Centers for the provision of public services to business entities on the principle of "one window" into the Centers of public services, providing services on the principle of "one window" to both legal entities and individuals;	High	

№	Regulations / Program name	Priorities/ Goals	Ranking by importance	Explanation
		third, the approval of administrative regulations for each type of public service, providing for the simplification of the mechanism for the provision of public services according to the principle "Documents move, not citizens", first of all, by eliminating unnecessary procedures, independent receipt by authorized state bodies and other organizations of the necessary documents and information from other structures;	High	
		fourth, the accelerated introduction of innovative solutions and information and communication technologies in the provision of public services, the integration of databases of state bodies and other organizations into a single system of interdepartmental electronic interaction, the expansion of the practice of providing public services through the Unified portal of interactive public services of the Republic of Uzbekistan;	High	
		fifth, the use of flexible, convenient and transparent methods for the provision of public services, including those traveling to remote areas ("mobile government services"), an automated queue management system and an extended work schedule aimed at eradicating bureaucracy and corruption in this area;	High	
		sixth, the introduction of advanced mechanisms for monitoring and assessing the quality and efficiency of the provision of public services, the organization of an effective feedback system with the population, including hot lines, online surveys on official websites, in social networks and mobile applications;	High	
		seventh, the organization of systematic training and retraining of qualified personnel in the provision of public services, periodic improvement of their qualifications, including through internships in leading specialized institutions of foreign countries	High	

№	Regulations / Program name	Priorities/ Goals	Ranking by importance	Explanation
2.	Resolution of the President of the Republic of Uzbekistan on the organization of the activity of PSA № President's resolution (PR) -3430 12.12.2017	The resolution states on org. structure, functions and funding of the PSA. No goals set within the resolution.	Low	No goals set within the resolution
3.	Resolution of Cabinet of ministers of the Republic of Uzbekistan on measures for organizing the activities of PSA №70 31.01.2018	The resolution states on org. structure, functions and funding of the PSA. No goals set within the resolution.	Low	No goals set within the resolution
4.	Resolution of the President of the Republic of Uzbekistan on additional measures for accelerated development of the public service provision system №PR-3662 11.04.2018	Accelerated development and implementation of information and communication technologies, considering the provision of a unified technological approach to the creation of information systems and information resources in order to further unify and automate the processes of rendering public services;	High	Goals are set at legislative level
		Further accelerated implementation of measures to digitize the archival fund of ministries and departments and provide access to relevant information resources;	High	
		Reengineering of business processes for all public services provided, included in the unified register of public services, with the provision of significant optimization of forms and forms, a radical reduction in procedures for the provision of public services and the timing of their provision;	High	

№	Regulations / Program name	Priorities/ Goals	Ranking by importance	Explanation
		Ensuring the unconditional, timely and high-quality performance by employees involved in the process of providing public services, their official duties, strengthening their responsibility, improving skills and work culture in accordance with modern requirements, introducing mechanisms for an objective assessment of their work;	High	
		Implementation of measures to consolidate efforts and increase the responsibility of state bodies and organizations involved in the provision of public services, in solving problems, based on the tasks and functions assigned to them;	High	
		Priority use of extra-budgetary funds for the development and improvement in accordance with the established requirements of information systems, software products, databases, the introduction of electronic public services.	High	
5.	Resolution of the President of the Republic of Uzbekistan on the organization of the construction of buildings of PSCs under the people's receptions of the president of the Republic of Uzbekistan in the regions (cities) on the terms of public-private partnership №PR-3701 08.05.2018	No goals set within the resolution.	Low	No goals set within the resolution

№	Regulations / Program name	Priorities/ Goals	Ranking by importance	Explanation
6.	Resolution of the President of the Republic of Uzbekistan on measures for the further comprehensive development of the national system of providing public services №PR-4193 15.02.2019	No goals set within the resolution.	Low	No goals set within the resolution
7.	Resolution of the President of the Republic of Uzbekistan on measures for further reduction of bureaucratic barriers and implementation of modern governmental principles in the activities of government bodies and organizations №PR-4546 09.12.2019	No goals set within the resolution.	Low	No goals set within the resolution
8.	Decree of the president of the Republic of Uzbekistan on additional measures for the accelerated development of the national system of providing public services №DP-5930 31.01.2020	Providing individuals and legal entities with a wide range of government services, including mobile (field);	High	Goals are set at legislative level
		Raising the culture of citizens on the use of electronic public services, providing advice on basic skills in using the Single portal of interactive public services;	High	
		Regularly informing the population of the relevant area about the public services provided.	High	

№	Regulations / Program name	Priorities/ Goals	Ranking by importance	Explanation
9.	Decree of the president of the Republic of Uzbekistan on measures for cardinal improvement of license and permission procedures №DP-6044 24.08.2020	No goals set within the resolution.	Low	No goals set within the resolution
10.	Decision of the Cabinet of Ministers of the Republic of Uzbekistan on measures for effective organization of the activities of bodies for recording acts of civil status in the system of PSA №514 26.08.2020	No goals set within the resolution.	Low	No goals set within the resolution
11.	Strategy for five priority areas of development of the Republic of Uzbekistan in 2017 - 2021	1) Further development and liberalization of the economy	Low	Priority areas do not affect neither public service provision nor social segments
		2) Ensuring the rule of law and further reform of the judicial and legal system	Low	
		3) Improvement of the system of state and social construction	Low	
		4) Development of the social sphere	Medium	Priority areas indirectly affect public service provision or social segments
		5) Ensuring security, interethnic harmony and religious tolerance, as well as the implementation of a balanced, mutually beneficial and constructive foreign policy"	Low	Priority areas do not affect neither public service provision nor social segments
12.	Strategy "Digital Uzbekistan – 2030"	1) Development of E-government	High	Priority areas affect both public service provision or social segments
		2) Development of digital industry	Medium	Priority areas indirectly affect public service provision or social segments

№	Regulations / Program name	Priorities/ Goals	Ranking by importance	Explanation
		3) Development of digital education	High	Priority areas affect public service provision or social segments
		4) Development of digital infrastructure	Medium	Priority areas indirectly affect public service provision or social segments
13.	Concept for development of "E-government in 2019-2025"	1) Implementation of a unified technological approach in the implementation and development of information systems, information resources and databases of state bodies	High	Priority areas affect public service provision or social segments
		2) Implementation the principle of centralized storage, processing and exchange of data	High	
		3) Use of coordinated, complementary and unified methods and approaches of interaction between the participants of the "Electronic government" system Indicators: •to bring the share of public services provided in electronic format from the current 37% to 80% • improve the position in the rating of the Electronic Government Development Index from 81st to 50th place by 2025,• by 2025, it is planned to bring the share of ICT services in GDP to 5.0%, by 2030 - to 10%.	High	

Table 28: Local activities

№	Program name	Priorities/ Goals	Ranking by importance	Explanation
1.	Workplan for First Half of 2021	In the field of organizing the internal activities of territorial departments and centers of public services	High	Written directly for PSA
		In the field of a unified implementation of the civil service in the field of rendering individuals and legal entities, the performance of civil service by eliminating unnecessary administrative offenses	High	

No	Program name	Priorities/ Goals	Ranking by importance	Explanation
		Monitoring and assessing the effectiveness of the activities of state bodies and organizations in the provision of public services	High	
		In the field of participation in the development of unified approaches to the design, development, implementation and integration of information systems, resources and databases used in the provision of public services	High	
		In the field of upbringing and advanced training of personnel, improving legal awareness and culture	High	
		Studying the experience of advanced foreign countries in the field of attracting funds for technical assistance and grants	High	

Table 29: Goals coverage checklist

No	Key goals from all levels	Reference to the SG and SOs designed	Covered	Key challenges identified during CSA ⁸⁵
1	Social protection principle shall be incorporated in the form of increasing accessibility for vulnerable segments;	Strategic Objective 2 – Achieving efficiency and greater transparency through an integrated e-governance platform Strategic Objective 4 – Private sector participation bringing expertise and innovations Strategic Objective 5 – Digital and public services education	Yes	Accessibility
2	Promotion of urban development shall be incorporated in the form of development of enhanced public service provision;	Strategic Objective 2 – Achieving efficiency and greater transparency through an integrated e-governance platform	Yes	Accessibility
3	Promotion of rural development shall be incorporated in the form of increasing accessibility	Strategic Objective 4 – Private sector participation bringing expertise and innovations	Yes	Accessibility

⁸⁵ Current state assessment

№	Key goals from all levels	Reference to the SG and SOs designed	Covered	Key challenges identified during CSA ⁸⁵
	and quality of public service provision in distant rural areas			
4	Core principles of the program shall be considered and implemented, if possible, when designing Strategy.	Strategic Goal – Happy end user – monitoring the journey from beginning to end	Yes	Process design
5	Opportunity of developing single biometric system shall be considered in order to reduce administrative barriers, save end-users' time.	Strategic Objective 2 – Achieving efficiency and greater transparency through an integrated e-governance platform	Yes	Technology
6	Introduction of E-government tools to simplify company registration, approvals and permits for better business environment.	Strategic Objective 2 – Achieving efficiency and greater transparency through an integrated e-governance platform	Yes	Technology
7	Providing individuals and legal entities with a wide range of government services, including mobile (field);	Strategic Objective 2 – Achieving efficiency and greater transparency through an integrated e-governance platform	Yes	Process design
8	Raising the culture of citizens on the use of electronic public services, providing advice on basic skills in using the Single portal of interactive public services;	Strategic Objective 5 – Digital and public services education	Yes	Process design
9	Regularly informing the population of the relevant area about the public services provided.	Strategic Objective 5 – Digital and public services education	Yes	Process design
10	In the field of organizing the internal activities of territorial departments and Centers of public services;	Strategic Objective 6 – Human resource management in the PSCs and PSA	Yes	Process design
11	In the field of a unified implementation of the civil service in the field of rendering individuals and legal entities, the performance of civil service by eliminating unnecessary administrative offenses;	Strategic Objective 1 – Business process optimisation and standardisation	Yes	Process design

№	Key goals from all levels	Reference to the SG and SOs designed	Covered	Key challenges identified during CSA ⁸⁵
12	Monitoring and assessing the effectiveness of the activities of state bodies and organizations in the provision of public services;	Strategic Objective – Constant monitoring through measurable indicators	Yes	Functions / Organizational structure
13	In the field of participation in the development of unified approaches to the design, development, implementation and integration of information systems, resources and databases used in the provision of public services;	Strategic Objective 2 – Achieving efficiency and greater transparency through an integrated e-governance platform	Yes	Technology
14	In the field of upbringing and advanced training of personnel, improving legal awareness and culture;	Strategic Objective 6 – Human resource management in the PSCs and PSA	Yes	People
15	Studying the experience of advanced foreign countries in the field of attracting funds for technical assistance and grants.	Strategic Objective 4 – Private sector participation bringing expertise and innovations	Yes	International benchmarking

As seen from the table above, all strategic goals and key challenges identified are covered by strategic goals and objectives set.