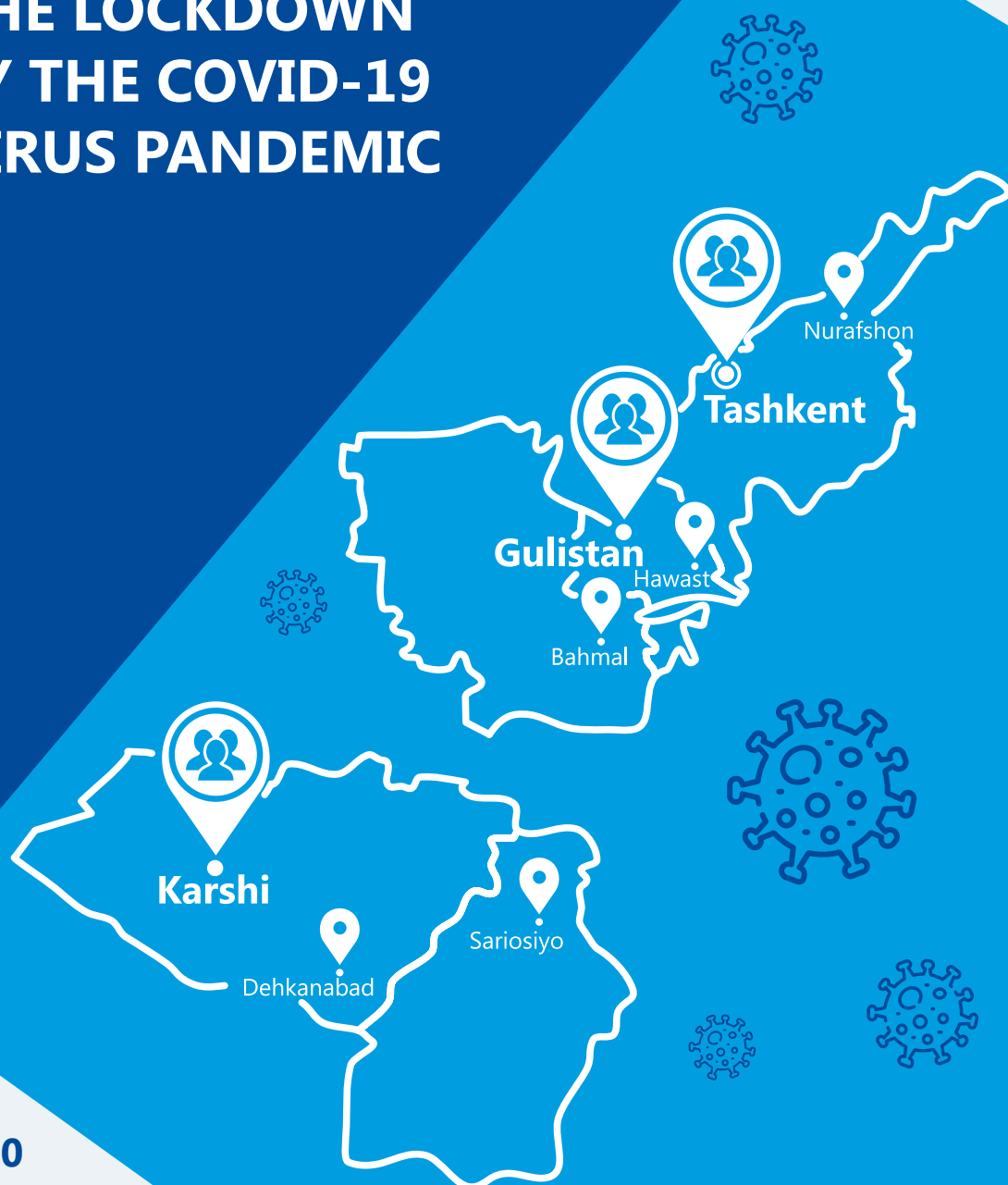




ANALYTICAL REPORT

THE ROLE AND SIGNIFICANCE OF PUBLIC SERVICES IN UZBEKISTAN DURING THE LOCKDOWN CAUSED BY THE COVID-19 CORONAVIRUS PANDEMIC



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The views and conclusions presented in this report reflect only the views of the authors and do not represent the official position of the Government of the Republic of Uzbekistan, UNDP in Uzbekistan, and the EU Delegation in Uzbekistan.

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INTRODUCTION

On March 11, 2020, the World Health Organization (WHO) announced that the spread of the new coronavirus COVID-19 had reached the stage of a pandemic, as most countries and continents of our planet were affected.

As of May 21, 2020 (at the time of writing), the situation with the coronavirus **in the world** is as follows:

- Total number of infected people – **5,108,945** (daily increase of 55,327)
- Recovered – **2,037,656** people (daily increase of 32,672)
- Died - **330,083** people (daily increase of 2,160)
- As of May 21, 2020, the situation in **Uzbekistan** is as follows:
 - Total number of patients with COVID-19 – **2,967**
 - Recovered – **2,407** people
 - Died – **13** people
 - Under treatment – **547** people

According to the Agency for Sanitary and Epidemiological Wellbeing under the Ministry of Health, the first case of coronavirus in Uzbekistan was registered on March 15, 2020. In accordance with the order of the President of the Republic of Uzbekistan No. R-5537 dated January 29, 2020, the Special Republican Commission on Developing the Programme of Measures on Prevention of Import and Spread of Novel Type of Coronavirus in the Republic of Uzbekistan (hereinafter – the Republican Commission) was established, which is implementing the necessary tasks to ensure the sanitary and epidemiological wellbeing of the population and to recover the health of the infected people.

In order to reliably protect the population from coronavirus infection, the Republican Commission have made the following major decisions: since March 16, air and railway communications with other countries have been closed, pre-school, secondary and higher education institutions have been closed with subsequent transition to online education, all mass events have been canceled, etc.

Since March 24, an enhanced procedure for preventing the spread of coronavirus has been introduced. The entrance to the capital and the regional centers was closed, the work of markets was stopped, the reception at state bodies was put on hold, the provision of public services was switched to a limited regime, and active work was launched to promote the use of online public services.

Since April 1, lockdown has been introduced in Tashkent, Nukus and regional centers. Persons over 65 years of age are strictly prohibited from leaving their homes, except as a matter of urgency - to nearby pharmacies and grocery stores.

Since that date, the burden on the public service delivery system has increased significantly.

In order to further improve the competitiveness of the country's economy and ensure the broad participation of citizens in the decision-making process of the state bodies in relation to particular tasks and legislative acts through the widespread introduction of modern information technologies in the economic sectors and the state and public administration system and through the expansion of telecommunications networks, the President's Resolution No. PP-4699 "On measures to widely introduce the digital economy and e-government" was adopted on April 28, 2020. The document defines additional tasks for the development of e-government system, aimed at bringing the share of electronic public services up to 60% by 2022 through the creation and integration of state information systems and resources, unification of information in state databases, optimization and streamlining of procedures for public service delivery.

In the current difficult epidemiological conditions in many countries of the world, public service delivery systems are beginning to adapt to the situation and expanding the list of online services (especially information and reference, social support during the lockdown, employment assistance, leisure of citizens who are at home around the clock, etc.).

The team of the joint project of the Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan (hereinafter – the Public Services Agency), UNDP and the EU "Improved public service delivery and enhanced governance in rural Uzbekistan" has decided to contribute and prepare an analytical note with proposals aimed at further improving the quality of public service delivery under the lockdown measures introduced and in the longer term. The project is ready to provide practical assistance to the Public Services Agency in implementing the proposed initiatives.

The objective of the study is to develop proposals and recommendations aimed at improving the quality of public service delivery during the lockdown caused by the COVID-19 coronavirus pandemic and in the long term.

To achieve this objective, the following **tasks** have been formulated:

- form a team of contributors exclusively from among the project staff;
- examine the current situation in public service delivery during the lockdown;
- study foreign experience on measures taken to adapt public services to the prevailing lockdown conditions;
- identify challenging issues arising in public service delivery;
- develop recommendations – short-term measures and long-term strategies aimed at adapting public service delivery during and after the lockdown.

During the preparation of the report, surveys were conducted among users of public services (1,498 responses received) and employees of the regional offices of the Public Services Agency and Public Services Centers, as well as organizations providing services (499 responses received).

1 | BRIEF OVERVIEW OF THE CURRENT STATE OF PUBLIC SERVICE DELIVERY IN UZBEKISTAN

Due to the introduction of lockdown caused by the COVID-19 coronavirus pandemic, the demand for online public services provided through the Single Portal for Interactive Public Services (my.gov.uz) has become more relevant than ever.

However, the analysis of user feedback in social media, as well as the survey results revealed a number of problems, barriers and difficulties that do not allow to receive public services online in full scope.

- only 30% of the more than 700 information systems at state bodies are connected to e-Government, and only 27 of the 80 agencies providing public services are integrated with the Public Services Agency;
- the databases of ministries and agencies have not been digitized to provide public services;
- the databases of ministries and agencies have not been integrated with my.gov.uz portal;
- many services cannot be provided online in accordance with current legislation and regulations on standardization and technical specifications;
- there are infrastructural and other technical problems on my.gov.uz portal itself.

Below is an analysis of the current system of online public service delivery in Uzbekistan, containing a description of the problems identified, as well as proposals and recommendations to address them, formulated taking into account the best international experience.

1.1. LEGAL FRAMEWORK FOR DEVELOPING ONLINE PUBLIC SERVICES

The Law of the Republic of Uzbekistan “**On Electronic Government**” No. ZRU-395 dated December 9, 2015 regulates the relations in the field of e-government.

Interactive public services are provided through the Single Portal for applicants who have passed the registration and authorization procedure, in accordance with the Regulation on the provision of electronic public services through the Single Portal for Interactive Public Services and official websites of state bodies, approved by the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 728 dated September 15, 2017 “**On measures to improve the procedure for the provision of electronic public services through the Single Portal for Interactive Public Services of the Republic of Uzbekistan**”.

In accordance with the Decree of the President of the Republic of Uzbekistan No. UP-5278 dated December 12, 2017 “On measures to radically reform the national system of public service delivery to the population”, the Public Services Agency was assigned the following tasks:

- implement a unified state policy in the field of public service delivery;

- improve the procedure for public service delivery by eliminating redundant administrative procedures;
- develop inter-agency electronic interaction;
- establish the Unified Register of Public Services;
- coordinate the activities of state bodies and other organizations in this field;
- Participate in developing common approaches to the design, development, implementation and integration of information systems, resources and databases used in public service delivery;
- monitor and evaluate the efficiency of activities of state bodies and other organizations in the field of public service delivery;

The Decree of the President of the Republic of Uzbekistan No. UP-5349 dated February 19, 2018 "**On measures to further improve the sphere of information technologies and communications**" sets out the main tasks of the Ministry for Development of Information Technologies and Communications of the Republic of Uzbekistan, including: ensuring the adoption of a single technological approach in the development and implementation of information systems and resources of state bodies; organizing inter-agency electronic interaction; establishing unified electronic registers and databases, systems for providing electronic public services on the "single window" principle.

1.2. MEASURES TAKEN BY MINISTRIES AND AGENCIES

The Resolution of the President of the Republic of Uzbekistan No. PP-4699 dated April 28, 2020 "**On measures to widely implement the digital economy and electronic government**" stipulates that the Ministry for Development of Information Technologies and Communications is the authorized body for the development of digital economy and e-government. According to the document, the Ministry for Development of Information Technologies and Communications shall create an integrated system dealing with the digital economy. In particular, such tasks as the development of e-government, the digitization of economic sectors and agriculture, organization and management of IT parks have been fully transferred to the Ministry.

This year was declared the Year of Science, Education and Digital Economy at the initiative of the head of the State. In the January Address by the President to the Oliy Majlis, the active transition to the digital economy was defined as one of the top priorities for the next five years. The current conditions of the pandemic have once again proved the importance of digital technologies. It has become obvious that education, public services, public administration, trade and services heavily depend on them. Services that have not been provided remotely for many years have become available online in a matter of days.

Within the framework of the State Programme for the Implementation of the Strategy of Actions on Five Priority Areas of Development of the Republic of Uzbekistan in 2017-2021, the Ministry for Development of Information Technologies and Communications of the Republic of Uzbekistan was instructed, in drafting the Digital Uzbekistan-2030 program jointly with other involved agencies, to provide for digital transformation of public services, development of the information ecosystem, and implementation of the "single data source" principle, where data is generated only in one responsible state body or its units, with the distribution of responsibility for data generation and updating between state bodies.

On January 9, 2020, a meeting was held on improving the efficiency of public service delivery, chaired by the President of the Republic of Uzbekistan. The head of the State stressed that only 27 of the 80 agencies providing public services have now integrated their databases with the Public Services Agency, and 53 organizations have not yet digitalized their data. For example, there are no electronic databases for public service delivery in the areas of health care, ecology, construction, and archiving. Due to the lack of such exchange of information, services related to construction, supply of natural gas, hot and cold water were provided behind the schedule in 2019. In this regard, the Ministry for Development of Information Technologies and Communications and the Ministry of Justice are instructed to develop a targeted program for the creation of information systems and databases on public services at all agencies. The goal is to increase the number of users of electronic public services by at least 5 times by the end of this year, and to completely switch to electronic services by 2025. Given the fact that 75% of citizens use the Internet through mobile devices, the importance of launching a mobile version of the Single Portal for Interactive Public Services (which was done, but now needs to be developed and improved) was noted. An instruction was given to accelerate the establishment of more than 50 branches of the Public Services Centers for the convenience of residents of remote settlements.

The President noted that the requirement of having an electronic digital signature, which is mandatory for access to many services, creates inconvenience for citizens, especially complicates the activities of entrepreneurs. Currently, an electronic digital signature can only be used from a computer. To register new business, an entrepreneur must get the EDS key from the tax office, a separate key from the customs office, and one more key from the bank – for working with the account. One has to visit each agency, and after a certain time the keys are to be updated. All this requires additional costs. The President instructed the Ministry for Development of Information Technologies and Communications to introduce, in cooperation with responsible organizations, alternative, safe and simple ways of confirming identity in the use of services requiring electronic digital signatures. They were tasked to develop a single EDS for all services by July 1 this year.

In addition, in accordance with the Decree of the President of the Republic of Uzbekistan No. UP-5930 dated January 31, 2020 "**On additional measures to accelerate the development of the national system of public service delivery**", the Ministry of Justice of the Republic of Uzbekistan was tasked with the following:

- by April 1, 2020, review all public services provided through the Public Services Centers and take measures to simplify inter-agency and internal procedures for public service delivery;
- ensure continuous improvement of the system of training, retraining and advanced training of employees of the Public Services Centers and their branches, including through psychology courses;
- starting from January 1, 2021, introduce the procedure for self-service public service delivery through interactive infokiosks (self-service terminals) established in public and densely populated places (religious institutions, airports, railway stations, metro stations, shopping and entertainment complexes).

The same Presidential Decree approved the Roadmap for improving the work of the Public Services Centers. The Roadmap provides for drafting laws and regulations, integrating public information systems and resources, unifying information in state databases, optimizing and streamlining the procedures for public service delivery, and completing the digitization of 49 groups of public services.

The Resolution of the President of the Republic of Uzbekistan No. PP-4699 dated April 28, 2020 **“On measures to widely implement the digital economy and electronic government”** approved:

- measures to further develop e-government in 2020-2022;
- projects for the wide implementation of modern information and communication technologies in the real sector of the economy in 2020-2022;
- Roadmap for further development of the activities of the Technology Park of Software Products and Information Technologies;
- projects for the development of information technologies and telecommunications in 2020-2022;
- Roadmap for the introduction of digital technologies into agriculture and water management in 2020-2021.

In particular, the Resolution provides for connecting all health care institutions, schools, pre-school organizations, villages and mahallas to high-speed Internet and improving the quality of communication services in 2020-2021, bringing the share of electronic public services up to 60% by 2022 through the creation and integration of state information systems and resources, unification of information in state databases, optimization and streamlining of procedures for public service delivery.

On May 11, the President of the Republic of Uzbekistan Shavkat Mirziyoyev held a meeting on wide implementation of the digital economy and e-government. The Ministry for Development of Information Technologies and Communications was instructed to classify the databases of government agencies, connect them to the inter-agency integration platform and introduce unified technological requirements for electronic interaction. Instructions were given to introduce – in Tashkent by the end of this year – electronic medical cards, electronic hospital and emergency medical care systems, and the Single Registry for Social Protection for accounting social benefits. The State Tax Committee was instructed to transfer trade and service facilities to working with online cash registers, to introduce the marking of alcohol and tobacco products and electronic invoices.

1.3. ANALYSIS OF THE UNIFIED REGISTER OF PUBLIC SERVICES AND ONLINE SERVICES

The latest update of the Unified Register of Public Services was approved by the Resolution of the Ministry of Justice and the National Agency for Project Management under the President of the Republic of Uzbekistan (registered by the Ministry of Justice of the Republic of Uzbekistan on September 13, 2019. Registration No. 3181). The updated Register includes 716 public services provided by 80 ministries and agencies. The largest number of public services are provided by:

- Ministry of Justice – 47 services or 6.6% of the total number of services;
- Ministry of Internal Affairs – 46 services or 6.4%;
- Ministry of Transport – 32 services or 4.5%;
- Public Services Agency – 31 services or 4.3%;
- Standardization, Metrology and Certification Agency of Uzbekistan (Uzstandard) – 31 services or 4.3%.

The analysis shows that many ministries and agencies have not created a separate “Public Services” heading (cell/section) on their official websites. Only 27 of the 80 agencies providing public services are integrated with the Public Services Agency;

The websites of ministries and agencies have no connection with the portal of interactive public services my.gov.uz.

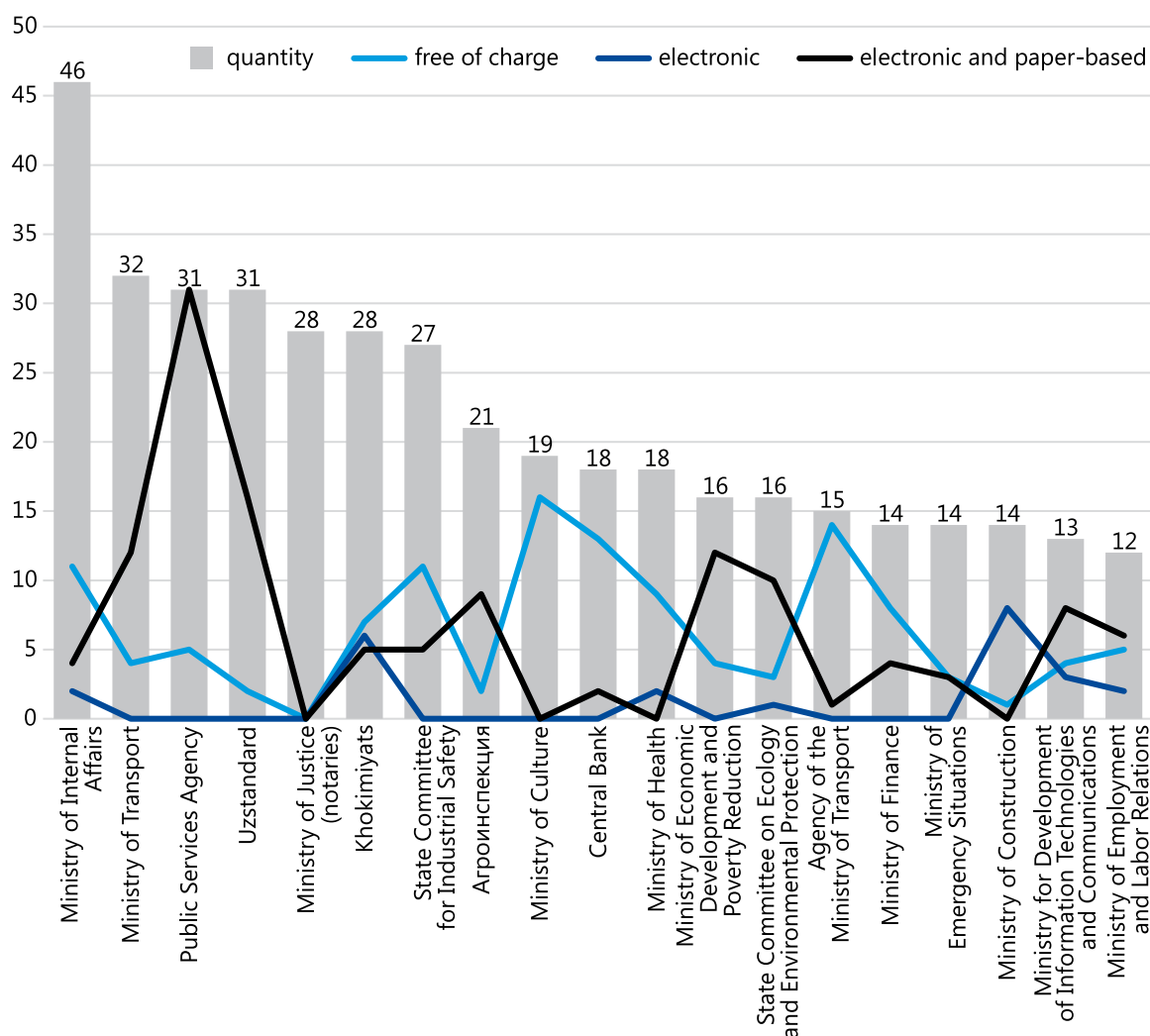
Only 65 public services, or 9.1% of the Unified Register of Public Services, are provided electronically, while 224 (31.3%) services are provided in electronic and paper-based form. Thus, to receive 651 remaining public services, applicants have to further interact with state bodies, which creates inconvenience to the users and forces the responsible officials of the government organizations to take additional action

1.4. THE SINGLE PORTAL FOR INTERACTIVE PUBLIC SERVICES (MY.GOV.UZ)

The Single Portal for Interactive Public Services (Single Portal) is a single point of access to electronic public services provided by state bodies, including on a paid basis (Digital Uzbekistan version).

The provision of electronic public services through the Single Portal is aimed at:

Table 1. Information on electronic, electronic/paper-based and free of charge services across core organizations (quantity)



- creating opportunities throughout the country for applicants to interact with state bodies within the framework of e-government;
- introducing the “single window” principle into the public administration system for interaction with applicants;
- improving the quality of public services by creating transparent and publicly available mechanisms, shortening terms and establishing a centralized control over the procedure for their delivery;
- reducing the costs of the population, business entities and state bodies in receiving public services.

According to the NAPM’s annual report, a new version of the Single Portal for Interactive Public Services was launched in September 2019. 120 public services for electronic payments are connected to the Single Billing System. Individuals and legal entities access the e-Government system, as part of the provision of interactive public services and inter-agency electronic interaction, through the Single Identification System (id.gov.uz). According to the report, as of the end of 2019, more than 60 websites of authorized bodies out of the existing 80 ones (20% growth in 2019) are connected to the Single Identification System. However, the study shows that there are only 22 websites in the “List of Connected Sites” section of id.gov.uz.

On January 21, 2020, the launch of the mobile application of the Single Portal for Interactive Public Services was announced, which currently has more than 100,000 downloads. The application is located at <https://play.google.com/store/apps/details?id=uz.global.mygov>.

193 service in 18 sections (221 services in total, with 25 of them duplicated in different sections) are connected on the Single Portal for Interactive Public Services. Out of 221 services, 61 services are provided only to legal entities, 49 to individuals only, and 111 to all (**see Annex 1**). The first place in terms of the number of online services is held by the sphere of “Licensing” with 65 services, the second - the sphere of “Housing and Communal Services” (25 services), the third - the sphere “Real Estate” (20 services).

48 (50 including duplicated ones) services are provided automatically by information systems, which is 24.4% of all services on the Single Portal for Interactive Public Services. Only 3 of these services require EDS (**see Annex 2**). The first place in terms of the number of automated services provided is held by the sphere of “Taxes” with 15 services, the second - the sphere of “Customs” (7 services), and the third - the sphere of “Entrepreneurship” (20 services). The spheres of “Real Estate”, “Investment and Trade”, “Ecology”, “Intellectual Property” and “Health Care” do not provide any automated service.

The rest 147 (170 including duplicated ones) services are semi-automatic and require the applicant’s subsequent interaction with the responsible organizations. Despite this, 124 of them require EDS for applying for a service.

1.5. TECHNICAL AND EDITORIAL FLAWS OF MY.GOV.UZ

There is no downloadable list of all public services.

There is no synchronization of all information with translation into other languages in all sections, if possible. Some materials on the Russian website are in Uzbek language. Example: Sphere – “Housing and Communal Services”. Service – “Natural gas meter verification”. Step 1. Information in the state language only.

The names of the service on the first page and in the service's passport are different. *Example: Sphere – "Housing and Communal Services". Service – "Natural gas meter verification". In the service's passport – "Natural gas meter verification (including removal and installation)".* If the users look for the removal service elsewhere, they will not find it.

The passports of separate services do not specify the due date and result of delivery. *Example: Sphere – "Housing and Communal Services". Service – "Electrical energy meter installation and removal".* Separate public services do not have passports. This distorts the nature of the service, leads to different interpretations of its properties between customers and providing organizations.

Inconsistencies in the services' properties (different icons are used to specify the properties of one service). *Example 1. Service – "Applying for state registration of the media". There is no EDS requirement on the website, but the service's passport mentions it. Example 2. Sphere – "Information and Communication". Service – "Registering a mobile device by IMEI" – is specified as semiautomatic. But this service can be received automatically on uzimei.uz website.*

There are services that have several sub-services. *Example: Sphere – "Real Estate". Service – "Certificate for the examination of construction projects" has 3 sub-services: 1. Applying for reissuing a certificate for the right to carry out the examination of construction projects; 2. Applying for suspending a certificate for the right to carry out the examination of construction projects; 3. Applying for a certificate for the right to carry out the examination of construction projects. This situation leads to some confusion in choosing a particular service.*

There is personal data of individual companies. *Example: Sphere – "Notice Board", Service – "Facilities for implementing design, construction and installation and commissioning works for connection to gas networks". There is personal information of 45 facilities. The question is: does everyone need to know this information? The Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 256 dated March 31, 2018 is indicated as the legal basis for the provision of the service. However, this Resolution does not include a clause on the mandatory publication of the list of appeals.*

Underperformed work with users' appeals. *As of May 21, 2020, a total of 1,619 appeals have been published under the heading "Questions and Proposals", of which 14 are "closed" and 1,605 are "open".*

1.6. SYNCHRONIZATION OF MY.GOV.UZ AND DAVXIZMAT.UZ (OFFICIAL WEBSITE OF THE PUBLIC SERVICES AGENCY)

The "Services" section of the official website of the Public Services Agency provides information on 104 services in Uzbek and 80 ones in Russian. Perhaps, the names of the remaining 24 services in the Russian version are not displayed (remain invisible) because of a technical problem.

104 (80) services are sorted in 5 areas: 1. Environmental and agricultural services; 2. Economic and financial services; 3. Social services; 4. Legal services; 5. Architecture and construction services. Whereas 196 services are connected to the Single Portal for Interactive Public Services, which are distributed in 18 sections.

29 out of 104 services on davxizmat.uz website are not available in the list of services of the Single Portal for Interactive Public Services. In turn, 121 services provided on the Single Portal for Interactive Public Services are not reflected on davxizmat.uz website due to the fact that some services are available only online.

There are services whose names are different on the Single Portal for Interactive Public Services and davxizmat.uz.

For each service, only 3 types of information are provided: 1. Documents to be provided; 2. Payment (the size of the base reference value (BRV) may be changed); 3. Term.

There are no such important items as: 1. Service description; 2. Governing laws and regulations; 3. Responsible organizations (with website addresses and phone numbers); 4. Cost (possibility to pay online) of the service; 5. Who can receive the service?; 6. Result of the service delivery; 7. Possibility to receive the service online (with or without EDS); 8. Benefits (if any) for recipients of the service; 9. Possibility to receive the service again; 10. Reasons for refusal (if refused), etc.

The "Statistics" heading provides "Open data on applications in progress". Despite the name of the table, it provides statistics on applications for 158 public services, including new, returned, completed, rejected and canceled applications. The largest number of applications was received by the service "Definition of TIN" – 2,409,491 or 16.3% of all applications, followed by the service "Obtaining a taxpayer identification number (TIN) for individuals" – 1,301,039 or 8.8%, and the service "Electronic declaration of goods" – 1,259,736 or 8.5%. However, the source of the information and the period for which the data is given are not specified. It should be noted that this list does not include information on 29 services that are not included in the Single Portal for Interactive Public Services. Although, interestingly, it includes the services that go beyond 104 services of davxizmat.uz.

The analysis shows that the country's main websites for public services – my.gov.uz and davxizmat.uz – are not sufficiently connected with each other.

2 | ANALYSIS OF FOREIGN EXPERIENCE IN PUBLIC SERVICE DELIVERY DURING THE COVID-19 CORONAVIRUS PANDEMIC

2.1. EXPERIENCE OF THE BALTIC STATES AND THE UNITED KINGDOM IN PUBLIC SERVICE DELIVERY

In the Baltic States and the United Kingdom, personal interaction between government organizations providing services and applicants is minimized through maximized implementation and use of information technology. This led to simplified provision of public services, their improved quality, increased speed and transparency, facilitated interaction, as well as reduced administrative barriers, human factor influence and level of corruption.

In the countries under consideration, great attention is paid to user orientation (accessibility for all categories of citizens, ease of use, speed of service, minimum information requested, no fees for services) and facilitating information interaction (openness of solutions used, standardization of data exchange procedures, unification of models for describing data and services).

For example, in Estonia, 99% of public services are currently available online 24/7, 30% of Estonians use i-Voting, and the reduction of bureaucracy, according to statistics, has saved 800 years of working time.

Latvia. Due to the state of emergency in the country and due to the spread of COVID-19 disease caused by coronavirus, almost all entities, institutions and enterprises of the Riga municipality have stopped receiving visitors, and other restrictions similar to those implemented in Uzbekistan have been introduced.

In order to improve the provision of social assistance to vulnerable groups of the population and those who have difficulties buying food during quarantine or lockdown, the Riga municipality, together with non-governmental organizations, attracts and supports volunteer workers.

The work of volunteers in Riga is coordinated by the Latvian Red Cross and the Latvian Samaritan Association – long-standing partners of the Welfare Department, who have international experience in organizing voluntary work.

The Riga municipality found an opportunity to pay these organizations for administrative work on coordinating volunteers. Both organizations emphasize that they check all volunteers, conclude contracts that specify the provision of services and other organizational work, and all involved are provided with badges of distinction. But the main thing is that people, especially the elderly, can trust these volunteers,

and private organizations have taken part of the responsibility for ensuring safety and providing quality services.

Residents are encouraged to use an electronic signature (e-signature) to maintain social distance. E-signature allows you to sign electronic documents, as well as confirm your identity in a digital environment. Documents signed with an e-signature have the same legal force as paper documents signed by your own hand. Proof of identity using eParakstsmobile or eParaksts eID card is equivalent to verification of a person's identity, which takes place in their presence with the presentation of documents.

It's possible to use an e-signature to sign applications, contracts, agreements, invoices, and other documents that were previously signed on paper. E-signature also allows you to remotely receive all services provided by sworn notaries, and use the services of the Register of Enterprises of the Republic of Latvia.

The ability to verify your identity with an e-signature is integrated into many commercial portals, and is also available on 40 state portals that have a single state identity verification module Latvija.lv with its e-signature and e-identification capabilities.

LVRTC reminds that contracts for the use of eParakstsmobile are currently concluded only remotely – using an eID card or in paper form with free delivery by courier.



Estonia. Due to the coronavirus pandemic and the possibility of spreading the disease in Estonia, the government has declared a state of emergency.

By calling the reference (directory) number 1247, you can get information on various issues related to the coronavirus and its spread. This does not imply medical recommendations or advice.

Patients are given the opportunity to open a sick leave or a care leave on their own by submitting a corresponding application through the patients' portal digilugu.ee.

On the webpage www.eesti.ee/pakunabi/ businesses that have unclaimed equipment, tools, or other resources in a coronavirus-related emergency can register. Also, people who are ready to offer their knowledge or skills that could help state agencies resolve a crisis situation can register on the page..



United Kingdom. Gov.uk is a United Kingdom public sector information website, created by the Government Digital Service to provide a single point of access to HM Government services. The approach implemented on gov.uk differs from the one accepted on the portal of public services in Uzbekistan (my.gov.uz), where the user is offered an arrangement of information from the administrative regulations of the public service, the structure of which is not familiar to an ordinary person. The service description is provided in legal language, and reference information is minimal. After visiting such a site, a citizen will be forced to examine regulatory documents, seek advice from the government, call or come to an appointment in person.


Also, of particular note is the service introduced during the pandemic to make distance learning available to students who are staying at home during the coronavirus outbreak. Using this service, children from disadvantaged families across England get laptops and tablets. The government has also provided 4G routers to provide Internet access for disadvantaged students from secondary schools and graduates living in houses that do not yet have mobile or broadband Internet. The country's main telecommunications

service providers make it easier for families to access certain educational resources by temporarily exempting these sites from paying for data transfers.


The gov.uk portal quickly adapted to the conditions of the pandemic and launched new sections:

- Protect yourself and others from coronavirus;
- Health and wellbeing;
- Work, financial support and money;
- Businesses and self-employed people;
- Education and childcare;
- Housing and accommodation;
- Driving and transport in the UK;
- International travel and immigration;
- Volunteering and offering help;
- Healthcare workers, carers and care settings;
- Cases of coronavirus (COVID-19) in the UK.

2.2. EXPERIENCE OF USA AND AUSTRALIA IN PUBLIC SERVICE DELIVERY

 **USA.** In the United States, an inter-agency commission is responsible for the quality improvement of public services, consisting of 250 high-rank government officials of different levels and independent consultants. The main principle of the commission's work is "customers are the top priority". To improve the quality of public services, regular surveys are conducted among public servants who work directly with the population. Despite the fact that offices and premises remain closed to the public, most public services are still provided, and communication by phone and email is carried out as on normal business days.

For example, in the cities of New York and Chicago, a single call center 311 has been introduced, which is not just a phone number, but a multi-channel tool that offers a wide range of features: from self-service to interactive voice response over the phone (IVR). With the help of the call center, it's possible to interact via email, online chat and social media, join the queue of the nearest public services center, and get a response, regardless of where and how the service request was made. The call center is equipped with customer service counters.


 **Australia.** According to the Commonwealth Public Service Act, a government agency "Centrelink" was created, which provides public services on behalf of and in partnership with all ministries and agencies via the Internet, telephone centers and agencies' offices. In Australia, there is a single portal "Canberra-Connect" designed to provide public services of all government agencies online.

The list of public services includes state payments to pensioners, the unemployed, families, carers, parents, and people with disabilities.

The Agency identified the most demanded services during the quarantine and hired additional employees from the private sector to provide public services, implementing measures to minimize virus infection, namely:

- distancing;
- reducing the service delivery time to 15 minutes;
- early registration;
- field visits to the disabled and other people in need;
- other precautions.

2.3. EXPERIENCE OF JAPAN, SOUTH KOREA AND SINGAPORE IN PUBLIC SERVICE DELIVERY

 **Japan.** The program of implementing the electronic technologies into the governance ideology and practices in Japan defines e-government “as a way of providing information and providing already established set of public services to citizens, businesses, other arms of government and government officials, in which personal interaction between the government and the applicant is minimized, and the information technology is used as much as possible”.

At the beginning, one of the priorities of the government and municipal authorities in the implementation of e-government was technological activities aimed at ensuring access to high-speed Internet for all residents of the island. The implementation of new technologies was accompanied by a large-scale advocacy campaign to popularize online services: on the one hand, there was given a choice in which form to use the public service, on the other hand, the preference for online use was encouraged.

In addition to technological and advocacy activities, the government developed human resources and legal support for e-government. The human resources area was related to training, retraining and advanced training of employees of government and municipal administration, heads of major commercial entities, enterprises and banks in order to prepare them for qualified work in the virtual space of the digital age.

In Japan, the greatest attention is paid to the development of “e-government for the elderly”, i. e. the implementation and adaptation of other platforms and services to the needs of the older generation (for example, e-participation and e-health). At the same time, the program should be accessible and user friendly.



South Korea. Studying the experience of South Korea is especially valuable because this country was ranked first in the UN biannual world ranking on e-government development in 2012 and 2014.

In South Korea, public services are provided via mobile devices. In the period from 2008 to 2012, e-government information systems were integrated to ensure uninterrupted delivery of electronic services to the citizens.

Let’s take a closer look at the example of a service for receiving benefits. After applying for benefits, the authorized agency’s employee (official) receives real-time information about real estate, vehicles, border crossing facts, income, benefits, fines, and other

data about the applicant. The collected information helps make sure that the applicant really needs state support. After analyzing the collected information, a decision is made to grant or refuse the benefit. To receive a benefit, a citizen only needs to submit an application. Most organizations that provide public services in South Korea both to individuals and legal entities operate in this mode.

In the early 2000s, the expansion of e-government and the integration of agencies into it revealed significant technological difficulties that affected the entire paradigm shift. At that time, the agencies used technical solutions from major vendors such as Samsung (SYSTEMiER), LG (LAF/J), SK (Jgarnet), HP (Instant/Onenterprise), and MS (.NET), which made integration processes much more difficult. Support and development of all platforms were costly to the state budget. In addition, the situation had a negative impact on competition and led to the fact that small and medium-sized IT businesses declined and left the sphere of the state IT development. To remedy the situation, it was decided to create a unified standardized e-government platform based on open architecture software (eGovFrame).

The On-Nara workflow management system (translated from Korean as “the entire country”) is another interesting element of e-government in the Republic of Korea. On-Nara is installed on all work computers of officials and is a single document management system where documents are prepared, approved and sent. On-Nara receives electronic applications from applicants and prepares responses. The system records user actions and stores all versions of documents. Specialized e-government services are integrated with On-Nara. The system employs more than 362,000 officials from 154 central and regional agencies.

In the Republic of Korea, there are several portals for interaction with citizens and businesses. The portals have various specializations: receiving public services, filing appeals and complaints, and supporting businesses. Currently, the government is focused on the development of mobile applications and the formation of the so-called “mobile e-government”. A lot of “government” mobile applications have been released to increase the convenience of accessing public services.

Mobile applications allow citizens to find out about their fines and pay them, file a complaint with a photo, notify the emergency services when an emergency is detected, and start sending SMS messages to people located at a certain distance from the place of incident. It is possible to use a mobile phone to apply for social benefits and patents, pay duties, fare and much more. The response from the agency is also sent to the mobile application. Agencies are responsible for the release and operation of mobile applications. The structure of each such mobile application allows to promptly collect responses as to whether it is convenient and demanded.

Currently, all e-government systems of the Republic of Korea are built on this platform, and it is actively supported and developed. This allowed small companies to participate in competitions to create e-government systems and applications for various agencies, and also resolved issues of inter-agency interaction. Currently, manuals and programming templates have been developed for the eGovFrame platform. The software is freely distributed from the state resource, including with source codes. Up to date, the platform’s source code has been downloaded more than 300 thousand times, and more than 409 projects have been implemented, 68% of which are performed by small and medium-sized enterprises. Usage of the single platform has significantly reduced the budget for developing new and supporting existing e-government systems. The

eGovFrame platform has been distributed in eight other countries, in particular, in Bulgaria, Mexico, Mongolia and Vietnam.

Developed in 2013, the strategy focuses on the transition to maximum use of mobile devices, which are currently available to all residents of the Republic of Korea. Mobile phones are used to provide electronic services, information, alerts, and to pay fare. In addition, the government has set itself the task of increasing the collection and processing of bulk data and using it not only for the needs of government administration, but also to provide it to the population of the country.

The implementation of e-government has significantly increased the efficiency and transparency of officials' work, dramatically improved public services for the population by providing them via the Internet, reducing the number of documents required to receive services, receiving online complaints and providing online services for issuing certificates. E-government has become the foundation of the country's governance system and has helped promote democracy through public opinion and citizen participation.



Singapore. In Singapore, each agency develops its own service delivery system. However, there are also specialized government bodies with general authorities: The Info-communications Media Development Authority (IMDA), which is engaged in the development of information and communication technologies and their implementation in the field of government administration; the REACH3 Service, which provides feedback to citizens.

Of particular interest is the feedback channel with applicants, which is supervised by the government REACH (Reaching Everyone for Active Citizenship Home) service. The messaging feature is available on each page of this service's website. You can also leave feedback by phone, email, social media, and SMS. On the basis of voting, a rating of clarity of presentation and quality of electronic services is formed, which is visible to all visitors of the portal. In turn, the REACH service analyzes requests and brings current issues to the government of Singapore

The basis of the implementation of the Singapore e-government model is the informatization of the social sphere (culture, education, health), as well as the establishment of electronic communication mechanisms. Singapore aims to reduce the state apparatus through the introduction of ICT. Targeting citizens involves installing terminals for receiving electronic services and reference information in frequently visited institutions. Government service portals try to synthesize as much as possible with mobile devices to facilitate interaction with the state. Separate websites of agencies are integrated into a single information space.

2.4. EXPERIENCE OF THE CIS COUNTRIES IN PUBLIC SERVICE DELIVERY



Russia. A special service has been created on the unified public services portal. It is dedicated to a new coronavirus and can help anyone who is concerned – "am I infected?" – get advised about the risk of getting sick and how to act. The service allows you to keep a diary, observing changes in health day by day. If one specifies the Obligatory Medical Insurance Policy, it will tell to which medical institution he/she is attached to. Moreover, the Ministry clarified that information about the citizen

will get to the medical organization at the place of attachment and, if the citizen is really at risk for COVID-19 infection, the medics will find him/her.

The Ministry of Communications of Russia and ANO (Autonomous Noncommercial Organization) "Digital Economy", with the support of the largest Russian Internet companies, have launched все.онлайн and vseonline.online portals, which collect information about digital services and services for citizens who are in lockdown due to the spread of coronavirus. Information is grouped by different types of needs and life situations – from ordering food to training and getting medical advice online.

The catalog includes Smartmed telemedicine services by MTS and Docdoc by Sberbank, ivi and Okko video services, online entertainment platforms of the largest telecom operators: Rostelecom, MTS, Beeline, MegaFon and ER-Telecom, taxi and car-sharing services from Yandex and Mail.ru Group, Yandex.Shop and Delivery Club. Students have access to the products of Учи.ру Inlearno. 1С provided free access to audiobooks from the school's literature program and the list of extracurricular reading. Russian post is a service for contactless delivery of parcels to the door and other postal services that are relevant in the current epidemiological situation. At the time of launch, the websites contain over 60 digital services. The catalog will be updated.

Most of the Internet services collected on все.онлайн and vseonline.online portals are provided to citizens free of charge or on preferential terms.

The link to the catalog of services is also available on the Unified Public Services Portal, which now has 105 million registered users.



Kazakhstan. In the Ministry of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan, the delivery of public services in a proactive mode is among the key innovations established by the law (on public service delivery). "This means that the government doesn't wait for a person to apply to it, but will offer services to people itself. For example, immediately after the birth of a child, services are initiated for registering the birth, assigning two types of benefits, registering the child's place of residence and queuing it for kindergarten. This service has already been provided to mothers of 120 thousand newborns in the pilot mode". From the "one window" principle to the "one application" principle.

Another innovation is the expansion of the "composite" approach in public service delivery. "In other words, several related services will be provided in the complex. To do this, the citizen must write only one application. For example, parents of children with disabilities currently receive 6 public services for their examination, training and rehabilitation. They have to apply to state bodies 6 times, collecting 6 packages of documents. Now it is enough for them to apply with one application, according to which all the 6 services will be provided at the same time". This "composite" approach will be implemented for 21 public services. In addition, when streets and localities are renamed, addresses in the database now will change automatically. The principle of extraterritoriality is also being promoted: in this case, citizens will be able to receive civil registration public services from any region of the country. In general, automation of the process and optimization of public services are also important for countering corruption. It is noted that the new approach involves optimizing 124 public services, reducing their delivery by 178 days (on average – by 9 days), reducing more than 90 documents, and covering 82 public services with proactive or composite services.



Azerbaijan. The State Agency for Public Services and Social Innovations under the President of the Republic of Azerbaijan has launched the ASAN bot system developed by the E-government Development Center in order to provide citizens with information about public services in a more convenient way. ASAN bot is an artificial intelligence product.

Initially, ASAN bot is planned to be launched via the Telegram application. In the future, the Beta version of the bot will be improved and will expand its scope of application. In the future, this system will also work for the delivery of similar services by other government entities.

You can access the app by following the link: https://t.me/aze_asan_bot

Lonely people over 65 years of age receive social and household services in their homes. They are provided with support and assistance in the area they need, without leaving their homes. To do this, citizens over 65 years of age who live alone must register by calling number 142 of the center of the Ministry of Labor and Social Protection of the Population. After that, they will be provided with the mentioned services.

2.5. CONCLUSIONS AND RECOMMENDATIONS

Online public service delivery

Foreign experience indicates that only the openness of the public sector to the population provides the necessary number and accessibility of public services. To logically complete this mission, the country must have a clear long-term strategy for public service delivery, which is based on the following basic principles:

- Developing and adopting a common national standard for public service delivery, which should be based on the Law "On Administrative Procedures".
- Defining and appointing a single independent agency with the authority to implement the strategy, responsible for coordinating and professionally providing all types of public services.
- Assigning powers to the executive authorities of the level at which the public service is directly delivered.
- Ensuring flexibility in public service delivery, considering the needs of users.
- Enabling consumers to choose the optimal location and method of receiving public services (online/offline).
- Digitization and involving the private sector on a Public Private Partnership basis.

An important point in this mission is online provision of public services. This method will help the state to be more open, reduce the level of corruption and human factor influence, minimize the customer's contact with the executor of public services, and provide flexibility, quality and speed.

Based on the above information, the following conclusions and recommendations are proposed:

- gradually improve the legal framework, using both foreign and regional experiences;
- develop a unified standard for public service delivery;

- ensure the provision of electronic public services to users in an accessible, simple and understandable form;
- strengthen inter-agency interaction in the use of unified and simplified databases;
- create a transparent environment for the activities of the e-government services through legal recording of the events (ensure public control);
- improve the infrastructure for public service delivery in electronic form by exchanging experience with foreign countries;
- expand and develop the institution of electronic digital signature.

3 | ANALYSIS OF THE RESULTS OF THE SURVEY AMONG OFFICIALS OF THE PUBLIC SERVICES AGENCY, PUBLIC SERVICES CENTERS AND GOVERNMENT ORGANIZATIONS THAT PROVIDE PUBLIC SERVICES TO INDIVIDUALS AND LEGAL ENTITIES, AS WELL AS ALL OTHER STAKEHOLDERS IN THE SECTOR

Introduction. Online survey was performed through publishing the Questionnaire in Internet and its dissemination through social media (Facebook, Twitter and Telegram-channels), official web-sites of UNDP Uzbekistan and the Public Services Agency.

The Questionnaire comprises 15 questions: 5 questions to identify respondent's profile - age, gender, health condition, region and place of residence, education; 10 questions to identify respondent's opinion with regard to change in labour conditions and functional responsibilities, and a system for public services provision in the current context of lockdown caused by COVID-19 pandemic.

List of questions:

1. Age.
2. Gender.
3. Region.
4. Workplace.
5. Position.
6. How has your activity changed in lockdown conditions as caused by COVID-19 pandemic?
7. Do you feel safe when performing job duties?
8. Do you manage to perform your functional responsibilities related to provision of public services with the same scope and quality?
9. What kind of appeals have users of public services started to submit more frequently in the current circumstances?
10. Please indicate what public services are included in the list of online public services, but not provided because of unpreparedness of public authorities, unclarity for population, or absence of demand.
11. Please indicate what services are needed for population, especially in the current lockdown circumstances, and there is a need to provide them online through the Single Portal for Interactive Public Services

12. What public services shall be provided through home visits to people?
13. What authorities / companies shall function in the office to provide critical public services to population?
14. What does prevent you from provision of online public services in the current crisis situation?
15. Please provide your proposals to improve the quality of public services provision.

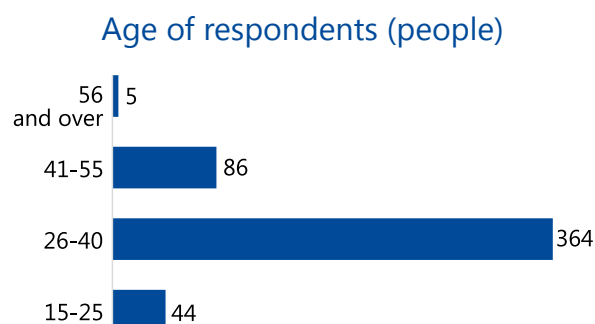
3.1. RESPONDENT PROFILE.

The total of **499** respondents participated in the online survey from among officials of the Public Services Agency, public services centers and government organizations that provide public services to individuals and legal entities, as well as all other stakeholders in the sector

Question No. 1. Age distribution of respondents is the following:

Conclusion. Low number of respondents of high age category indicates their relatively low share in the total number of public servants. Moreover, another possible factor may be relatively low rate of utilization of modern information technologies (Internet-based technologies) by this category of officials.

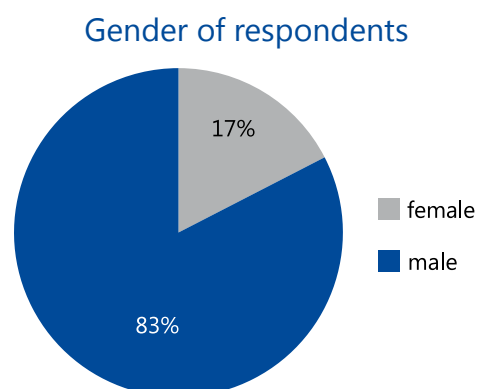
Proposals and recommendations: it is necessary to engage more actively aged employees in trainings aimed to build capacity in use of modern information technologies (Internet-based technologies) in the work process.



Question No. 2. Gender of respondents. 412 men, or 83% of respondents, and, respectively, 87 women, or 17% of respondents, participated in the survey.

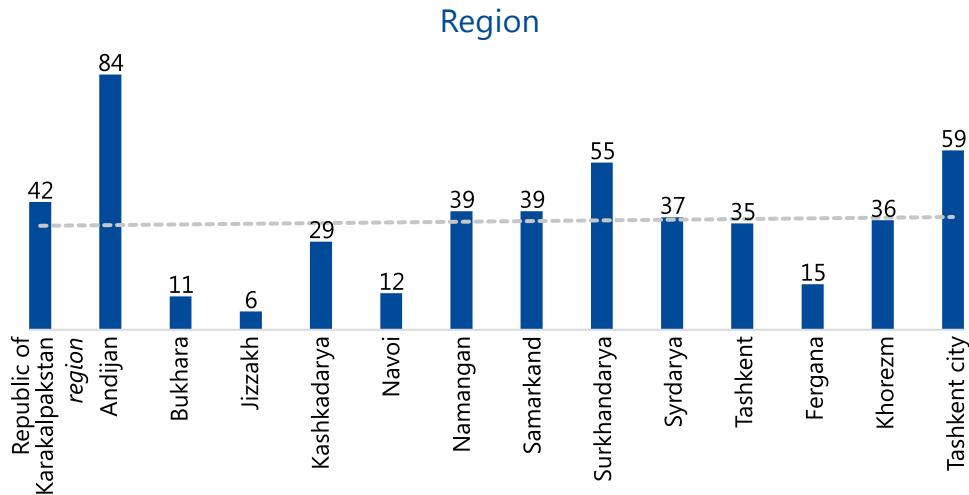
Conclusion. Taking into account the fact that at the beginning of 2020 share of women amounted to almost 50% in the total population of Uzbekistan, relatively low share of women participating in the survey may be related to low number of female employees working in the public services provision system.

Proposals and recommendations: it is recommended to prioritize hiring female candidates that meet all qualification criteria.



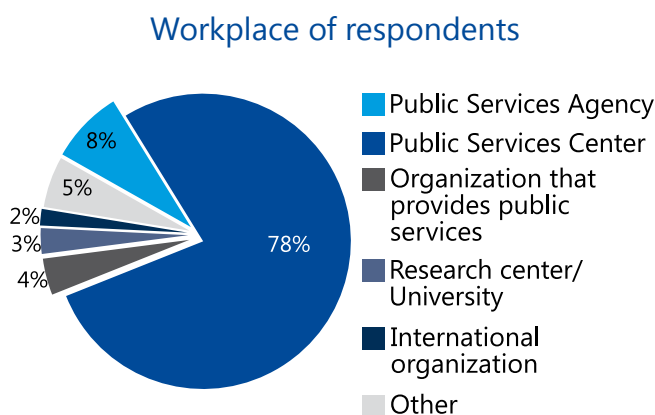
Question No. 3. Region.

The largest share of respondents is from Andijan region. 84 people, or 16.8% of all respondents, participated in the survey from this region. The city of Tashkent is at the second place (with 59, or 11.8%, respondents). Surkhandarya region with the share of 11.0% (55 respondents) is at the third place. Relatively low activity was observed in Fergana region (15 respondents or 3.0%), in Navoiy region (12 respondents or 2.4%), Bukhara region (11 respondents or 2.2%). The lowest participation was in Jizzakh region (6 respondents or 1,2%).



Conclusion. Low participation of respondents in some regions resulted from two key factors: 1. Work attitude of employees responsible for dissemination of information about the survey; 2. Relatively low level of culture with regard to corporate and interagency cooperation in electronic space.

Proposals and recommendations: it is necessary to adopt a practice of regular monitoring over quality of public services provision, as well as mechanisms for collecting proposals and comments related to organization of work among employees of public services provision system; besides, it is suggested to enhance work with employees working in the regions, organize awareness raising activities on importance of such types of exercises (surveys) to obtain objective information.



Question No. 4. Work place. The largest share of respondents is from the Public Services Agency and Centers - 408 people, or 86% of all respondents (Public Services Agency: 40 respondents, or 8%, and Public Services Centers: 388 respondents, or 78%).

The number of respondents working in the system of Public Services Agency (including employees of Public Services Centers) was only 16.2% of the total number of employees (2,512 people). In

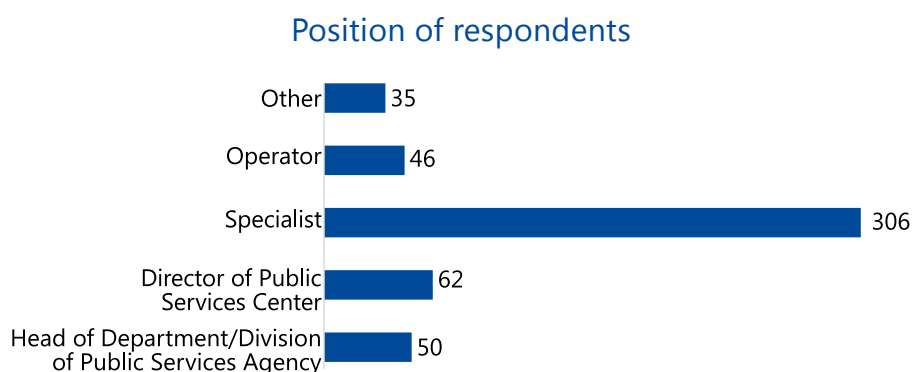
particular, distribution of shares is the following: employees of Public Services Agency (headquarters, including territorial departments) - 40 people, or 6% of the total number (668 employees), and employees of Public Services Centers - 388 people, or 21% of the total number (1,844 employees).

Unfortunately, the number of employees of government organizations that provide public services was only 20 people or 4% of the total number of respondents.

Conclusion. In principle, the total number of respondents is sufficient to make required conclusions and prepare substantiated proposals and recommendations. However, low number of respondents from among employees of government organizations that provide public services does not allow to perform comprehensive analysis of real situation in such organizations.

Proposals and recommendations: it is suggested to enhance work with employees working in the regions, organize awareness raising activities on importance of such types of exercises (surveys) to obtain objective information by regions.

Question No. 5. Distribution of respondents by positions is shown on the chart below



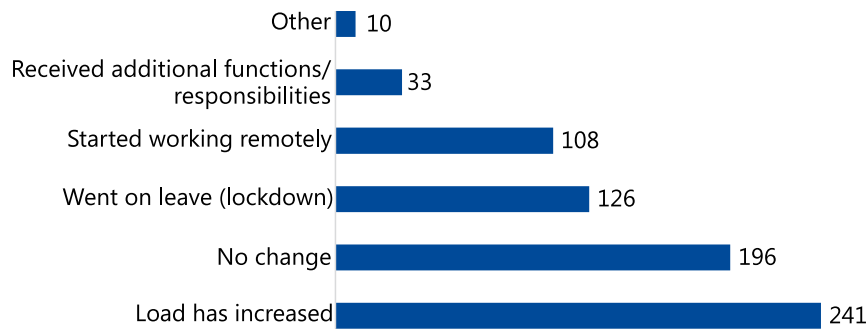
3.2. PERCEPTION OF CHANGES RELATED TO ADOPTION OF LOCKDOWN MEASURES

Question No. 6. Responses to the question “**How has your activity changed in lockdown conditions as caused by COVID-19 pandemic?**” indicate that lockdown had a substantial impact on lives of major part (**71%**) of respondents. In particular, **241** respondents, or **48%**, indicate that their load has increased; **33** people responded that they received new additional functions / responsibilities.

126 respondents, or **25%**, went on leave; **108** people, or **21%** of respondents, continue working remotely from home; **196** respondents (**39%**) indicate that nothing has changed for them.

Conclusion. Adopted lockdown measures substantially influenced working conditions of employees in public services provision system. Increase in load on specialists was caused by increase in demand for public services, especially such as “Obtaining special permit for movement of vehicles”, as well as such traditional services as “Obtaining EDS key”, “Receiving consultations”, “Social services”, etc.

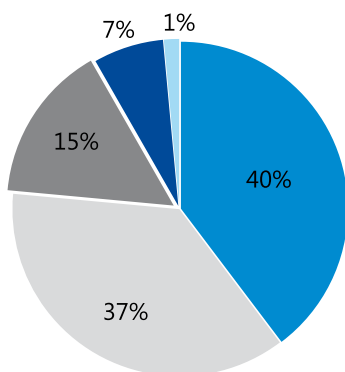
How your activity has changed in lockdown conditions as caused by COVID-19 pandemic



Proposals and recommendations: 1. It is necessary to develop a system for regular monitoring of working conditions of employees of public services system; 2. it is necessary to adopt a practice of performing BPR for various categories of employees aiming to ensure adequate response and improvement / streamlining of business processes and functionality of people that are under risk (those with increased load; those directly contacting users; middle-level managers (directors of Public Services Centers and heads of departments)); 3. it is recommended to develop a program and regularly organize trainings in the following areas: stress management; time management; working with difficult clients; office environment.

Question No. 7. With regard to the question “Do you feel safe when performing job duties?” 59% respondents replied that they do not feel protected. In particular, 37% indicated that “regardless protective measures, fear is still there”; 15% - are afraid of becoming infected with COVID-19, because they think that premises for living / working does not meet safety requirements during lockdown period; and 7% emphasized fear of becoming infected with COVID-19 because of lack of protective means (sufficient number of masks, gloves and antiseptics).

Do you feel safe when performing job duties



- Yes, absolutely
- Regardless protective measures, fear is still there
- No, I am afraid of becoming infected with COVID-19 because premises for living / working does not meet safety requirements during lockdown period
- No, I am afraid of becoming infected with COVID-19 because of lack of protective means (sufficient number of masks, gloves and antiseptics)
- Other

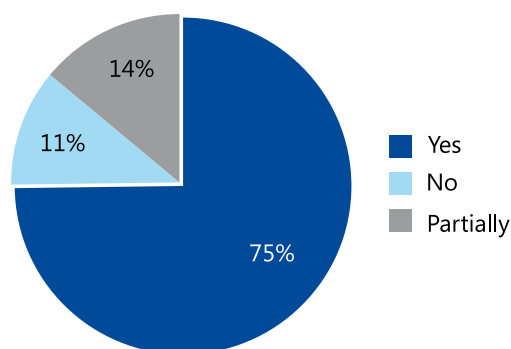
Only 40% of respondents replied that they feel safe.

Conclusion. following the outcomes of the survey, majority of respondents have a fear of becoming infected with COVID-19. It seems that this fear is caused by low awareness about specifics of new virus and measures adopted to prevent its spread, as well as by personal perceptions of respondents. Besides, one shall not exclude a possibility of insufficiency of measures adopted locally to disinfect working space.

Proposals and recommendations: 1. Enhance control over adopted measures aimed to prevent spread of COVID-19 in workplaces; 2. Adopt measures to provide employees

with required protection means (masks, gloves, protective goggles, and antiseptics); 3. Intensify work on awareness raising for employees and population with regard to COVID-19 and adopted prevention measures (videos, posters, banners, and brochures).

Do you manage to perform your functional responsibilities related to provision of public services with the same scope and quality?



Question No. 8. With regard to the question **“Do you manage to perform your functional responsibilities related to provision of public services with the same scope and quality?”** 75% respondents replied affirmatively, **14%** – replied “partially”, and only **11%** of respondents replied negatively.

Moreover, among responses there were comments that many integrated organizations do not operate; cashier desks of selected banks do not function; technical difficulties (interruptions in Internet connection) were mentioned, as well as employees expressed their health concerns.

Conclusion. In general, conditions created for continuing performance of functional responsibilities on delivery of public services in the same scope and quality can be described as sufficient. However, some employees still express their health concerns, which may negatively affect their wellbeing and, correspondingly, performance of job duties.

Proposals and recommendations: to develop a program and to regularly organize trainings on psychological matters and stress management for employees.

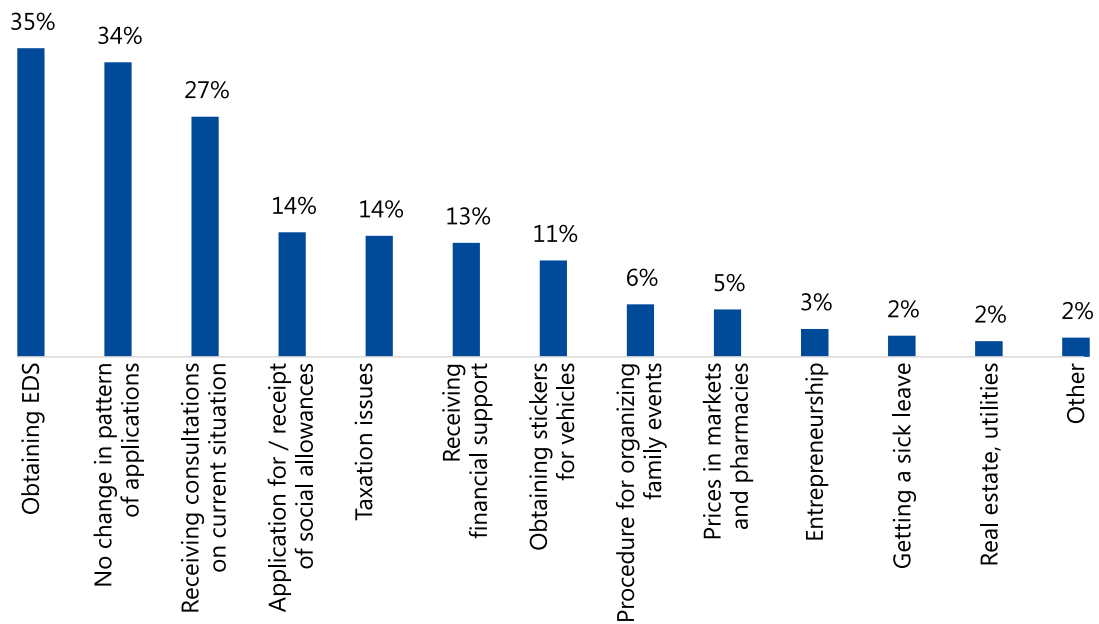
3.3. PUBLIC SERVICES PROVISION DURING LOCKDOWN PERIOD

Question No. 9. With regard to the question **“What kind of appeals have users of public services started to submit more frequently in the current circumstances?”**, for which respondents were able to select multiple options, **35%** indicated “Obtaining EDS”, **34%** replied that there was no change in pattern of applications, **27%** informed that citizens started to apply more for receiving consultations on current situation. Meanwhile, the most frequently asked questions were related to use of the Single Portal for Interactive Public Services.

Less popular responses included “Application for/receipt of social allowances”, “Taxation issues”, “Receiving financial support”, as well as “Obtaining stickers for vehicles” - on average at **14%** each. Besides, a number of respondents replied that users of public services were asking about procedure for organizing family events (**6%**), as well as about prices in markets and pharmacies (**5%**).

Conclusion. Based on the analysis of performed survey it is possible to note that, as previously, obtaining an EDS remains to be among the most frequently asked questions, also given that 34% of respondents indicated that there was no change in pattern of appeals. Even regardless of high popularity of discussions in social media and news portals related to issue of stickers for vehicles, which was mentioned only by 11% of respondents, receiving consultations remains to be one of the most demanded types of appeals.

What kind of appeals have users of public services started to submit more frequently in the current circumstances?



Proposals and recommendations: to enhance consulting and communication activities of the Agency; meanwhile, along with traditional communication channels it is necessary to use new channels and media (engage popular bloggers, actively use social media, increase the number of posters and banners in crowded areas).

Question No. 10. With regard to the question **“Please indicate what public services are included in the list of online public services, but not provided because of unpreparedness of public authorities, unclarity for population, or absence of demand”**, for which respondents were able to select multiple options, as expected, the largest share of respondents - 25% (**126** people of **499**) responded **“Housing and Communal Services”**; **“Intellectual property”** and **“Real Estate”** are at the second place with equal shares of **18%** each.

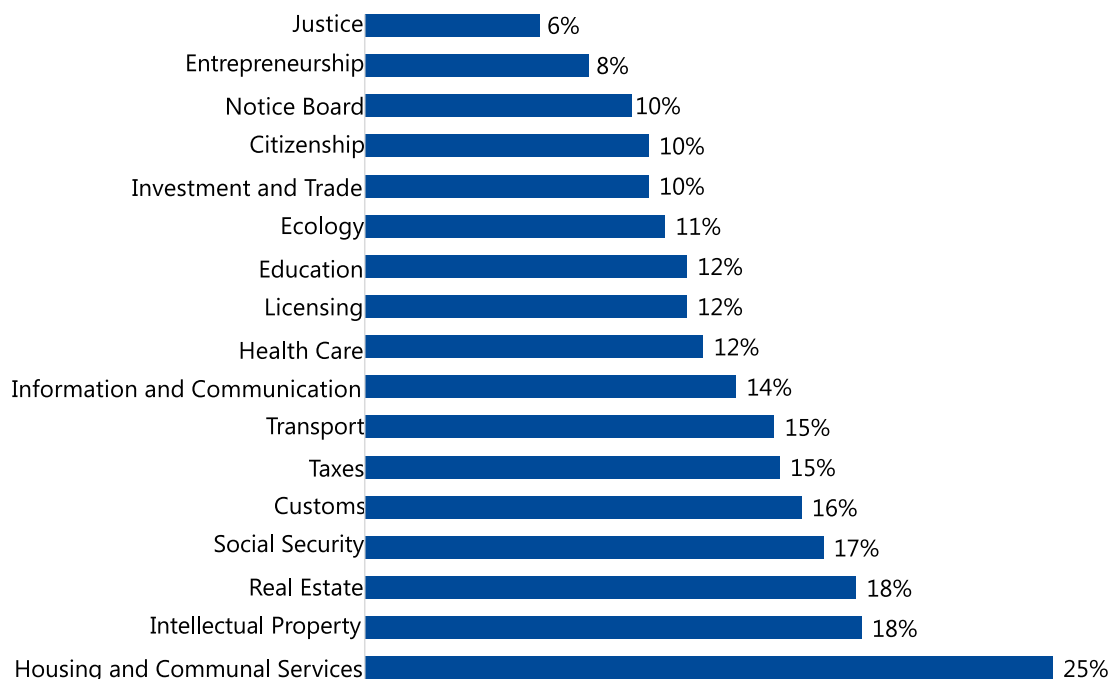
“Social Security” as a response was selected by **17%** of respondents, **“Customs”** - by **16%**, **“Taxes”** and **“Transport”** were at **15%** each.

Less popular responses included **“Information and Communication”**, **“Health Care”**, **“Licensing”**, **“Education”** and **“Ecology”**.

Conclusion. Analysis of obtained results allows to make a conclusion that traditionally less prepared services for online provision include services related to utilities, real estate, intellectual property, and social security. Most likely, this is the result of poorly developed core infrastructure (Internet communication, computer equipment, servers), as well as of insufficient staff training. Besides, lack of required legal and regulatory framework can be another possible cause.

It was rather surprising to see among popular responses such services as provided by customs authorities (16%) and tax authorities (15%), despite the fact that many services

Please indicate what public services are included in the list of online public services, but not provided because of unpreparedness of public authorities, unclarity for population, or absence of demand



provided by these authorities can be accessed online. Supposedly, this is also related to frequent claims received by employees of Public Services Agency and Public Services Centers from end users of public services.

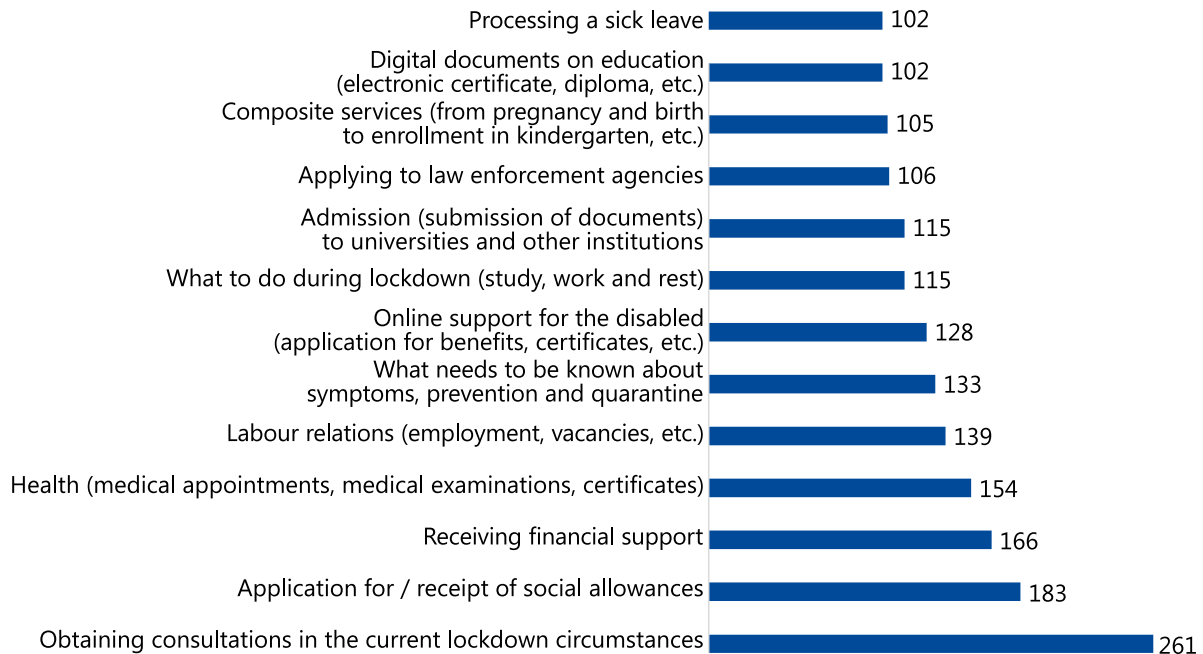
Proposals and recommendations: 1. Use obtained data for preparation of plan and measures to move to online provision of services; 2. Perform detailed in-deep analysis of the quality of public services provision in the field of Housing and Communal Services, real estate registration, as well as social security and health care; establish a comprehensive action plan to eliminate identified deficiencies, develop and submit proposals to change and amend existing laws, legal acts, regulations, and standards.

Question No. 11. With regard to the question “Please indicate what services are needed for population, especially in the current lockdown circumstances, and there is a need to provide them online through the Single Portal for Interactive Public Services”, for which respondents were able to select multiple options, the largest number of responses – **261** – was for the option: “Obtaining consultations in the current lockdown circumstances”. Here we can add also the number of votes given for the option “What needs to be known about symptoms, prevention and quarantine” - **133**. “Application for / receipt of social allowances” - **183**. “Receiving financial support” with **166** votes is at the third place.

Besides, other popular services included health care services - **154** votes, labour relations (including employment) - **139**, online support for the disabled - **128**.

Conclusion. 1. Answers of respondents allow to conclude that consulting and communication activities of the Public Services Agency and Centers need to be enhanced; this relates primarily to the Single Portal for Interactive Public Services and corporate website of the Agency, as well as channels and pages in social media. 2. Based on opinions

Please indicate what services are needed for population, especially in the current lockdown circumstances, and there is a need to provide them online through the Single Portal for Interactive Public Services



of respondents it is possible to conclude that current functionality and content of the abovementioned websites do not meet modern requirements, specifically - requests of the users.

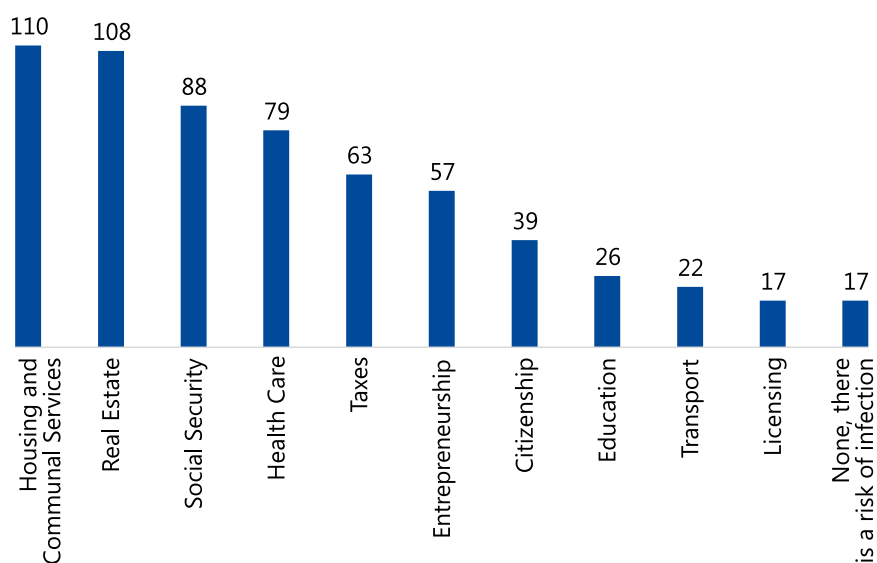
Proposals and recommendations: 1. It is suggested to perform in-deep analysis of corporate website of the Public Services Agency, as well as of the Single Portal for Interactive Public Services in order to critically assess their functionality, availability of information needed for users, convenience in using and obtaining required services. 2. It is necessary to develop a communication strategy for the Public Services Agency that will allow to organize work aiming to broadly inform users across different channels. 3. Inventory of public services shall be performed in order to classify them and to identify steps needed to ensure the fastest digitalization, as well as to develop a set of actions and related laws and regulations, as needed.

Question No. 12. With regard to the question “**What public services shall be provided through home visits to people?**”, for which respondents were able to select multiple options, the largest number of votes – **110** – was given again to the option “Housing and Communal Services”, as well as to services related to “Real Estate” – **108** votes. These are followed by “Social Security” and “Health Care” services – **88** and **79** responses, respectively.

Services in the field of “Taxation” and “Entrepreneurship” received **63** and **57** votes, respectively. Respondents also indicated such additional answers as “All services for socially vulnerable groups” and “None, all services can be accessed online”.

Conclusion. Relatively low number of responses indicates that respondents nonetheless understand the need to develop online provision of services. Along with that, traditional set of responses - “Housing and Communal Services, Real Estate, Social Security, and Health Care” - demonstrates the top services demanded by population.

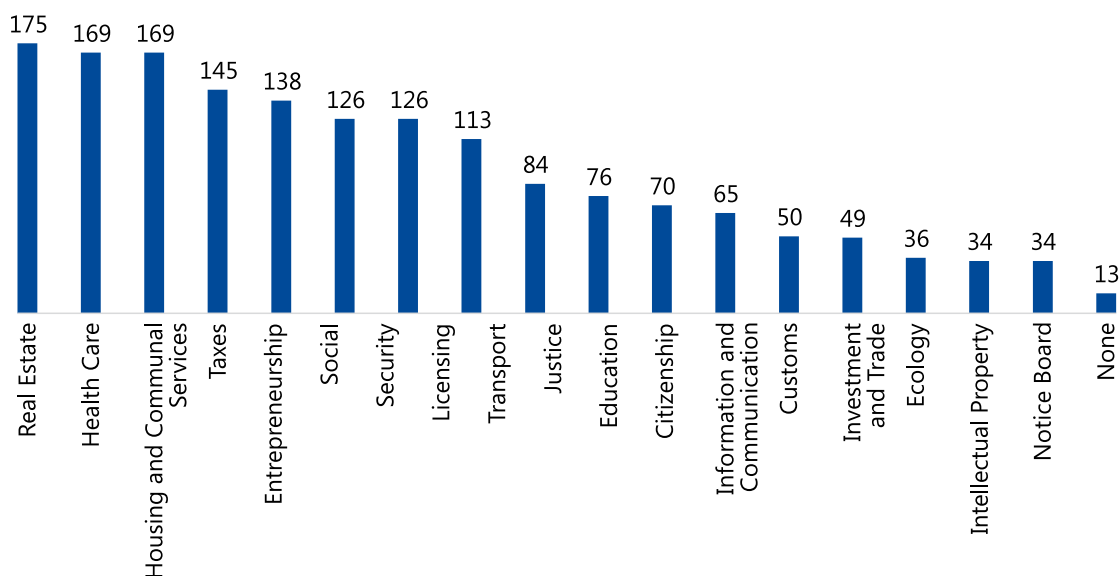
What public services shall be provided through home visits to people?



Proposals and recommendations: 1. Consider the possibility of providing public services through visits for the following categories of people: with many children, aged, people with disabilities; meanwhile, it is proposed to develop a concept for use of PPP instruments to provide services in rural areas and remote villages; 2. Develop a curriculum for training people skills for using the Single Portal for Interactive Public Services and receiving services independently (remotely); this curriculum shall be publicly available through the Single Portal for Interactive Public Services; 3. Intensify work to inform users about convenience of receiving services remotely; 4. Provide for implementation of additional incentives / bonuses for online users of public services (discounts, bonuses, free delivery of documents, etc.).

Question No. 13. With regard to the question **“What authorities / companies shall function in the office to provide critical public services to population?”**, for which

What authorities / companies shall function in the office to provide critical public services to population?



respondents were able to select multiple options, the largest number of votes – **175** – was for the option “Real Estate”. “Health Care” and “Housing and Communal Services” options received **169** votes each. They are followed by “Taxes” - **145** votes, “Entrepreneurship” – **138**, “Social Security” and “Licensing” – **126** votes each.

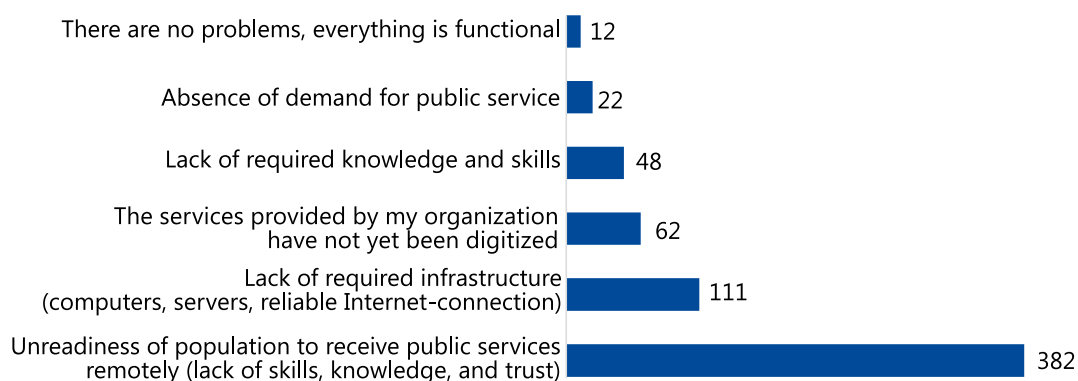
Conclusion. Substantially large number of votes for such types of public services as: “Real Estate”, “Health Care”, “Housing and Communal Services”, “Taxes”, “Entrepreneurship”, “Social Security” and “Licensing” confirms the opinion on lack of readiness of many government organizations to provide services online in full scope. Respondents’ answers confirm multiple claims of users that in the context of receiving selected services many government organizations virtually do not function during lockdown period, even in distant mode.

Proposals and recommendations: 1. It is necessary to enhance work to transfer the most demanded public services to fully automated mode of their provision. 2. Perform inventory of public services in order to classify them and to identify steps needed to ensure the fastest digitalization, as well as develop a set of actions and related laws and regulations, as needed.

Question No. 14. Among causes that do not allow online provision of public services in current crisis situation, majority of respondents, who could have selected multiple answers, expectedly selected “**Unreadiness of population to receive public services remotely (lack of skills, knowledge, and trust)**” – **382** of the total number of respondents (**499**).

“Lack of required infrastructure (computers, servers, reliable Internet-connection)” is at the second place – **111** responses. “Non-digitalization of provided services” option was selected by 62 people; “Absence of demand for public service” option – by **22**. **12** respondents indicated that “There are no problems, everything is functional”.

What does prevent you from provision of online public services in the current crisis situation?



Conclusion. Low legal and user culture of population is the major obstacle for receiving public services in online mode. Definitely, this is caused to the large extent by underdevelopment, while in selected regions - lack, of required infrastructure.

Proposals and recommendations: 1. It is necessary to develop a curriculum for training people skills related to use of the Single Portal for Interactive Public Services and receiving services independently (remotely); this curriculum shall be publicly available through the Single Portal for Interactive Public Services; 2. It is suggested to develop a curriculum

dedicated to public services for high school students of general education institutions as an optional class. 3. It is necessary to adopt a practice of regular monitoring over quality of public services provision, as well as a mechanism for collecting proposals and comments related to organization of work among employees of public services provision system.

3.4. PROPOSALS BY RESPONDENTS

300 respondents of **499** provided their comments and proposals.

Notionally, majority of responses can be classified and combined into the following presented categories:

The highest score among the provided proposals - **79** - was for the option "Enhance advocacy and communication to population with regard to my.gov.uz functionality", which is followed by: "Strengthen quarantine and lockdown measures for population (Stay home!)" - **41** responses, "Ubiquitously implement the practice of providing public services remotely" - **32** responses.

The most important and interesting proposals made by respondents (spelling and punctuation preserved) are indicated below:

- Public Services Centers shall increase the number of their staff. In some districts there are only 4 people working, and citizens are provided only with services; there is no time left for awareness raising and consulting activities for population, as a result people start overcrowding.
- Authentication at my.gov.uz website shall be removed to ensure possibility to obtain all services.
- Surveys shall be performed more frequently; this will allow receiving proposals.
- Required antiseptics shall be provided to all public services centers; there are no disinfectants locally, employees buy them using their own money.
- Special attention shall be given to safety of employees in Public Services Centers, because they have to communicate with all clients through protection windows, because frequently there are arriving nervous, aged, young people, idlers, and people who do not want to comprehend anything and just insist on what they want (e.g., issue of stickers).
- Employees needs special protection clothes to prevent virus spread. Besides, they shall be provided with body cameras. In this case, fear in the team will go down and an employee will believe she will not get infected. In current situation people also started to become nervous, because in many organizations employees are on leave or there is lack of staff. This, in turn, hampers staff of the center who gets to listen to negative feelings of citizens. Body cameras will reduce possible unjustified claims from citizens and will ensure 100% self-confidence of employees, as well as it will prevent corruption.
- In districts Internet connection speed is very low, some files do not open even day-long.

- It is necessary to explain online use of public services to population through social media and TV.
- It is necessary to prepare colored pamphlets for population, which would explain how to submit an appeal through my.gov.uz portal, how to access services remotely.
- According to the Resolution No. 704, not a single organization was integrated yet.
- For majority of services payments were not transferred yet to electronic invoicing system; it is necessary also to adopt an installment option for payment of invoices.
- As of today, still electronic copies of documents were not created in organizations.
- Lack of guarantees for ensuring information security (hacker attacks).
- Lack of specific guidelines on emergency situation response.
- It is necessary to simplify as much as possible the process for receiving online services.

3.5. GENERAL CONCLUSIONS AND RECOMMENDATIONS FOLLOWING SURVEY ANALYSIS

The performed survey indicates that average age of respondents is 26–40 years (**73%**). As expected, there were substantially more male employees than female (**83%** vs. **17%**). In order to ensure gender equality and to increase share of women among employees it is suggested to prioritize hiring of female candidates who meet all qualification requirements.

Analysis of regional participation indicates that employees of organizations and structural units in selected regions (Jizzakh, Bukhara, Navoiy, Fergana regions) were rather passive to participate in the performed survey; this shows low level of activity of personnel from the specified regions and requires work intensification in this area.

Considerable portion of survey participants includes employees of the Public Services Agency and Centers (**86%** of all respondents), in particular, the number of employees of other government organizations that provide public services was only 20, or 4% of the total number of respondents; this does not allow to make realistic conclusions with regard to current situation in such organizations. Meanwhile, only 21% of the total number of staff in Public Services Agency and Public Services Centers participated in the survey, which demonstrates their work attitude, relatively low level of culture of intracorporate interaction in electronic space, and requires enhancement of work with employees, especially in regions; in particular, it is required to organize awareness raising activities with regard to importance of such types of exercises (surveys) for receiving objective information.

Analysis of responses indicates that as a result of lockdown measures almost halve of respondents had their load increased; besides, 33 respondents indicated also that they received additional functions / responsibilities. In this regard, it is proposed to develop a system for regular monitoring of working conditions of employees of public services system, as well as develop a program and regularly organize trainings in the

following areas: stress management; time management; working with difficult clients; office environment.

Answering the question on safety at workplace 59% respondents indicated that they do not feel protected when performing job duties, which is a significant factor that influences state of mind of employees and may negatively affect performed responsibilities. In order to improve the situation, it is necessary to enhance control over adopted measures aimed to prevent spread of COVID-19 in workplaces; to adopt measures to provide employees with required protection means (masks, gloves, protective goggles, and antiseptics); to intensify work on awareness raising for employees and population with regard to COVID-19 and adopted prevention measures (videos, posters, banners, and brochures). Creating required working conditions for employees will allow maintaining the same level of labour productivity, as well as will positively influence environment in the office.

Regardless current situation, 75% of respondents answered that they manage to perform their functional responsibilities related to public services provision with the same scope and quality. Moreover, among responses there were comments that many integrated organizations do not operate; cashier desks of selected banks do not function; technical difficulties (Internet) were mentioned, as well as employees expressed their health concerns.

Based on the analysis performed it is proposed also to enhance consulting and communication activities of the Agency. Meanwhile, along with traditional communication channels it is necessary to use new channels and media (engage popular bloggers, actively use social media, increase the number of posters and banners in crowded areas).

Analysis of results obtained allows to make a conclusion that traditionally less prepared services for online provision include services related to utilities, real estate, intellectual property, and social security. Most likely, this is the result of poorly developed core infrastructure (Internet connection, computer equipment, servers), as well as of insufficient staff training. Besides, lack of required legal and regulatory framework can be also present.

In order to improve the situation, it is proposed to perform detailed and in-deep analysis of the quality of public services provision in the field of Housing and Communal Services, real estate registration, as well as social security and health care; establish a comprehensive action plan to eliminate deficiencies identified following this study, develop and submit proposals to change and amend existing laws, legal acts, regulations, and standards,

Analysis of answers provided by respondents as related to operation of the Single Portal for Interactive Public Services allows to make a conclusion that consulting and communication activities of the Public Services Agency and Centers need to be enhanced. Thus, based on opinions of respondents it is clear that current functionality and content of specialized websites do not meet modern requirements, specifically - requests of the users.

In this regard, the following is proposed: 1. to perform inventory of public services in order to classify them and to identify steps needed to ensure the fastest digitalization, as well as to develop a set of actions and related laws and regulations, as needed; 2. to perform in-deep analysis of corporate website of the Public Services Agency and of the Single Portal for Interactive Public Services in order to critically assess their functionality, availability of information needed for users, convenience in using and obtaining required

services. 3. to develop a communication strategy for the Public Services Agency that will allow to organize work aiming to broadly inform users across different channels.

In order to develop online provision of services the following measures are proposed: 1. Consider the possibility of providing public services through visits for the following categories of people: with many children, aged, people with disabilities; meanwhile, it is necessary to develop a concept for use of PPP instruments to provide services in rural areas and remote settlements; 2. Prepare a curriculum for training people skills in using the Single Portal for Interactive Public Services and receiving services independently (remotely); this curriculum shall be publicly available through the Single Portal for Interactive Public Services; 3. Intensify work to inform users about convenience of receiving services remotely; 4. Provide for implementation of additional incentives / bonuses for online users of public services (discounts, bonuses, free delivery of documents, etc.).

Almost all respondents need consultations: **32.8%** – consultations on the current lockdown circumstances; on financial support – **28.7%**; **24.5%** – on job search; **25.6%** – on health care services. This situation requires establishing an integrated system for provision of public services that allows to find answers or to provide advice on any topic of interest.

Substantially large number of votes for such types of public services as: “Real Estate”, “Health Care”, “Housing and Communal Services”, “Taxes”, “Entrepreneurship”, “Social Security” and “Licensing”, with regard to the need to work from office demonstrates lack of readiness of many government organizations to provide services online in full scope. Respondents’ answers confirm multiple claims of users that in the context of receiving selected services many government organizations virtually do not function during lockdown period, even in distant mode; and this requires enhancement of work to transfer the most demanded public services into fully automated mode of delivery.

Analysis also allows to make a conclusion about low legal and user culture of population, which is a major obstacle to wide implementation of online public services. Definitely, this is fostered to the large extent by underdevelopment, while in selected regions - lack, of required infrastructure.

Separate attention is deserved by abovementioned comments and proposals obtained from respondents (see Page 33).

4 | ANALYSIS OF THE RESULTS OF THE SURVEY AMONG USERS OF PUBLIC SERVICES

This online survey was performed by the Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan and joint project of the United Nations Development Programme and the European Union "Improved public service delivery and enhanced governance in rural Uzbekistan". The survey was performed in April 2020.

The survey objective was to examine current situation with provision of public services in the lockdown context caused by the COVID-19 pandemic; to develop proposals and recommendations aimed to further improve and adapt provision of public services in current circumstances.

Online survey was performed through publishing the Questionnaire in Internet and its dissemination through social media (Facebook, Telegram-channels), official web-sites of UNDP Uzbekistan and the Public Services Agency, as well as through e-mails of contacts of the project staff.

The Questionnaire comprises 18 questions: 6 questions to identify respondent's profile - age, gender, health condition, region and place of residence, education; 12 questions to identify respondent's opinion with regard to the system for public services provision in the current context.

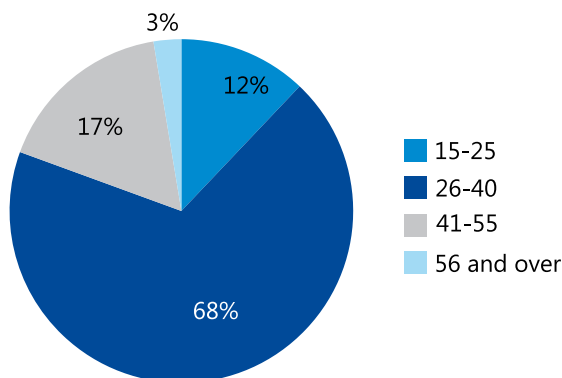
List of questions:

- Age.
- Gender.
- Health condition.
- Region.
- Place of residence.
- Education.
- How has your life changed in lockdown conditions as caused by COVID-19 pandemic?
- Do you feel safe in current circumstances?
- Have you ever received a public service through Public Services Centers?
- Have you ever received a public service through the portal my.gov.uz?
- Have you ever come across situations when public services included in the list of online services were not provided due to lack of readiness of public services or unclarity for population?

- Please indicate what services are needed for you or your close ones, especially in the current lockdown circumstances, and there is a need to provide them online through the Single Portal for Interactive Public Services (SPIPS).
- Please indicate what services are needed for you or your close ones/neighbors to be provided through home visits to clients.
- Please indicate what authorities / companies shall continue functioning in the office to provide critical public services to population in the current circumstances.
- How would you prefer to receive public services in lockdown circumstances caused by COVID-19 pandemic?
- What kind of help would you like to receive during use of online SPIPS portal (my.gov.uz)?
- Do you have any inconveniences in use of online portal?
- Your proposals to improve the quality of public services provision in lockdown circumstances caused by COVID-19 pandemic.

4.1. RESPONDENT PROFILE

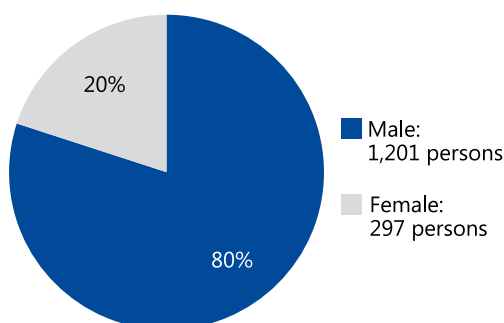
Age of respondents



Question No. 1. Age of respondents. 1,026 people or **68%** of all respondents are people of the age from 26 to 40.

Only **39** people among respondents are of the age 56 and above, which is **3%** of all respondents. For information: following 2016, share of population of the age 55 and above in the total population of Uzbekistan was 12.3%. Low engagement of senior population in this survey indicates low level of Internet use by retirement-age people. In the developed countries (e.g., in Japan and Korea) serious attention is paid to development of “e-government for aged people”, i.e. adoption and adaptation of platform and services to be tailored to the needs of elderly generation.

Gender profile of respondents



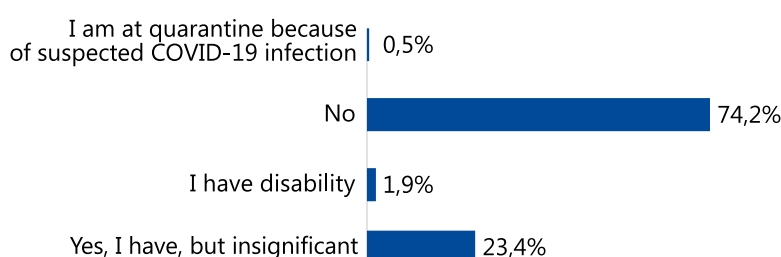
Question No. 2. Gender of respondents. 1,201 men, or **80%** of respondents, and, respectively, **297** women, or **20%** of respondents, participated in the survey. Taking into account the fact that at the beginning of 2020 share of women amounted to almost 50% in the total population of Uzbekistan, relatively passive participation of women in the survey may be related to relatively low level of Internet use by women and low number of women with higher education (responses to Question No. 6 indicate direct correlation between participation of respondents and their level of education).

Question No. 3. Health condition of respondents. 1,112 people, or 74.2% of all respondents, answered “No” to the question “Do you have any health problems?”. 351 people also answered that they have insignificant health problems.

28 respondents have disability (1.9% of all respondents); of them there 7 women and 21 men. According to data of the State Committee on Statistics, in 2019 share of citizens who receive disability allowances amounted to 1.1% of the total population in the country. It means that participation share of people with disabilities in the survey corresponds to their share in the total population. In order to increase engagement of people with disabilities in developed countries (e.g., Great Britain) tablets and laptops are distributed for free during lockdown period.

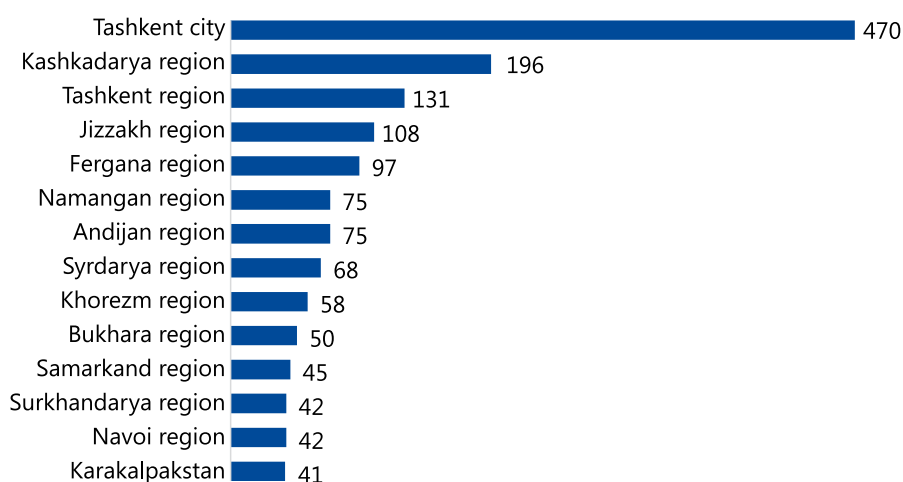
7 of respondents are at quarantine because of suspected COVID-19 infection.

Responses to the question “Do you have any health problems?”



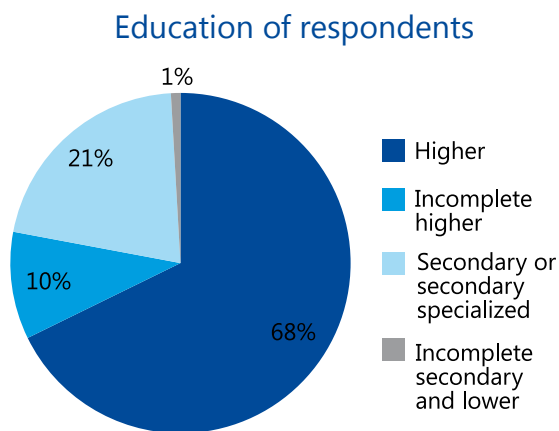
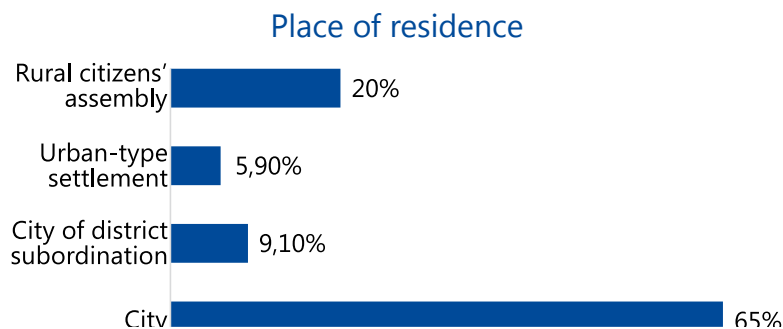
Question No. 4. Distribution of respondents by regions. 1,498 respondents in total from all 14 regions of the country participated in the online survey. Given that as of April 1, 2020 population of Uzbekistan amounted to 34 million people, then “confidence level” of our sample is higher than 95% (error below 5%). Presence of sufficient number of respondents from all 14 regions of the country confirms representativeness of sample. The largest share of respondents was from Tashkent city, with participation of 470 people or 31.4%. Kashkadarya region is at the second place with the share of 13.1% (196 respondents). Relatively low engagement of population was observed in the Republic of Karakalpakstan (41 people or 2.7%), as well as in Navoiy and Surkhandarya regions

Distribution of respondents by regions, people



(42 each, or 2.8%). High involvement of respondents from Tashkent city is determined mainly by the following two factors: 1. Working group is located in Tashkent city; 2. Relatively good access to Internet. High level of engagement of respondents from Kashkadarya, Tashkent and Jizzakh regions is caused by location of project team in Karshi city and Gulistan city.

Question No. 5. Place of residence of respondents. Major part of respondents - **80%** - live in urban area; of them 65% - in cities, 9.1% - in cities of district subordination, and 5.9% - urban-type settlements. **20%** or **299** of respondents live in rural area. Apparently, relatively active engagement of urban population is determined by availability of relatively better access to Internet.



Question No. 6. Education of respondents. Majority of respondents - **78%** - have higher education or they are students of higher education institutions. This leads to a conclusion that activity of respondents in Internet is directly proportional to the level of their education. However, on the other side, there is hypothesis that complexity of the questionnaire deters people from participation, especially those without higher education.

SECTION 4.1 FINDINGS.

The analysis indicates that majority of respondents to the questionnaire live in cities (80% of all respondents), which is conditioned by relatively good access to Internet. In particular, 31.4% of all respondents live in Tashkent city. It means that in order to enhance active participation of rural population it is necessary to intensify work on increasing access to Internet in rural area.

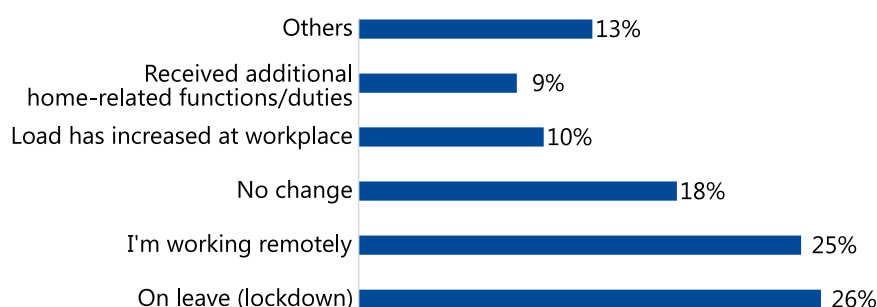
Men are more active (80%) than women. As expected, given the specifics and complexity of questions, people with higher education represented about 78% of all respondents. In order to ensure gender equality and to increase general level of computer literacy of population it is proposed to expand the campaign for training of women, youth, elderly generation, as well as people with disabilities in digital and computer literacy.

4.2. CHANGES IN LIFESTYLE AND SAFETY RELATED TO LOCKDOWN

Question No. 7. Changes in lifestyle in lockdown circumstances. Responses to the question “How has your life changed in lockdown conditions as caused by COVID-19 pandemic?” indicate that lockdown had a substantial impact on lives of major part (about **80%**) of respondents. 30.2% of respondents went on leave, while 29% continue working remotely from home.

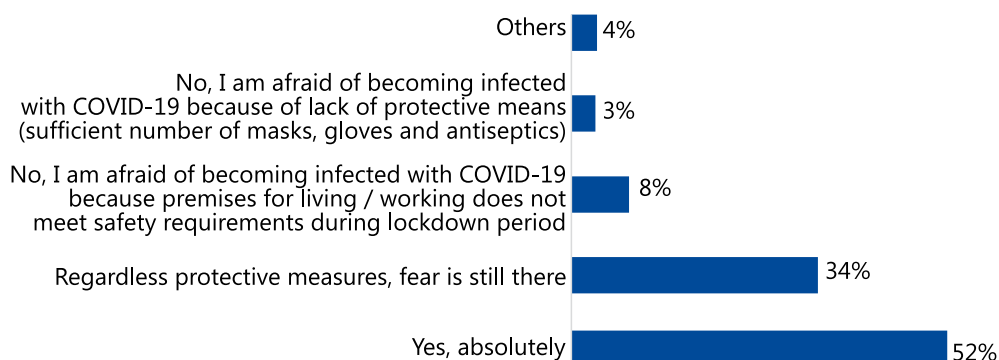
171 respondents indicated that load at work increased. **155** or **10.3%** claim that they received additional home-related duties.

Responses to the question “How has your life changed in lockdown conditions as caused by COVID-19 pandemic?”



Question No. 8. Safety of respondents. With regard to the question “Do you feel safe in current circumstances?» a bit more than half (51.5%) of respondents provided affirmative answer. However, **48.5%** of respondents do not feel themselves absolutely safe. **506** respondents feel the fear of getting infected, regardless all protective measures. Some respondents (**118**) work or live in conditions that do not meet safety requirements. These figures indicate presence of gaps in activities of public authorities and in communication campaign on adopted measures and awareness raising for population on COVID-19.

Responses to the question “Do you feel safe in current circumstances?”



SECTION 4.2 FINDINGS.

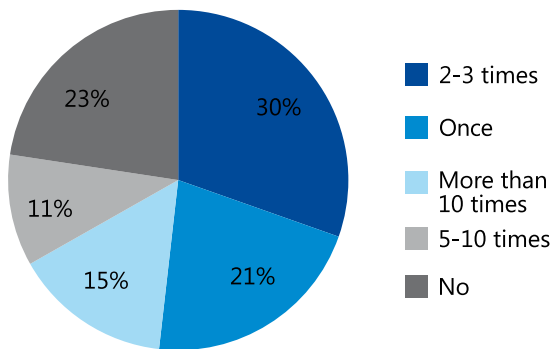
Analysis indicates that due to lockdown 30.2% of respondents are on leave, while 29% moved to working from home. Report by EAE Business School indicates that COVID-19 led to situation when the number of companies which employees work from home increased to 88%, compared to 4% before lockdown. This indicates that in order to maintain labour

productivity it is necessary to create conditions for employees to work from home in due regard of “work-family” balance.

High share of respondents (48.5%) do not feel themselves safe, which requires enhancement of work on creating safe conditions at workplaces and outreach to population on protection from the virus.

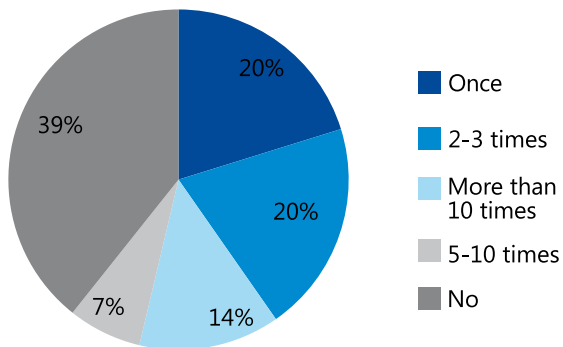
4.3. RESPONDENTS AND PUBLIC SERVICES

Responses to the question “Have you ever received a public service through Public Services Centers (“Single Window”)?”



Question No. 9. Use of services at Public Services Centers. With regard to the question “Have you ever received a public service through Public Services Centers (“Single Window”)?” 76.2% of respondents provided affirmative response, while **14.8%** of them received services for more than 10 times. However, **22.3%** of respondents never applied to Public Services Centers for public services. This indicates that population prefers direct communication in receiving a service.

Responses to the question “Have you ever received a public service through the portal my.gov.uz?”



Question No. 10. Use of services through my.gov.uz. With regard to the question “Have you ever received a public service through the portal my.gov.uz?” 60.7% of respondents provided a positive reply, while 13.4% of them received services for more than 10 times. Parallel observance of high share of public services received through Public Services Centers (76.2% - response to the question No. 9) and through my.gov.uz (60.7%) is caused by large share of “semi-automatic” services.

588 or **39.3%** of respondents never received services through the portal my.gov.uz. 176 of them live in rural area. This indicates that low

level of use of online services does not depend on place of residence. There are many other causes unrelated to lack of access to Internet. All responses can be notionally grouped as follows:

- there was no need;
- did not know about such web-site;
- web-site is extremely complicated;
- difficulties with registration and absence of EDS;
- absence of a computer and possibility to use it through smartphone, etc.

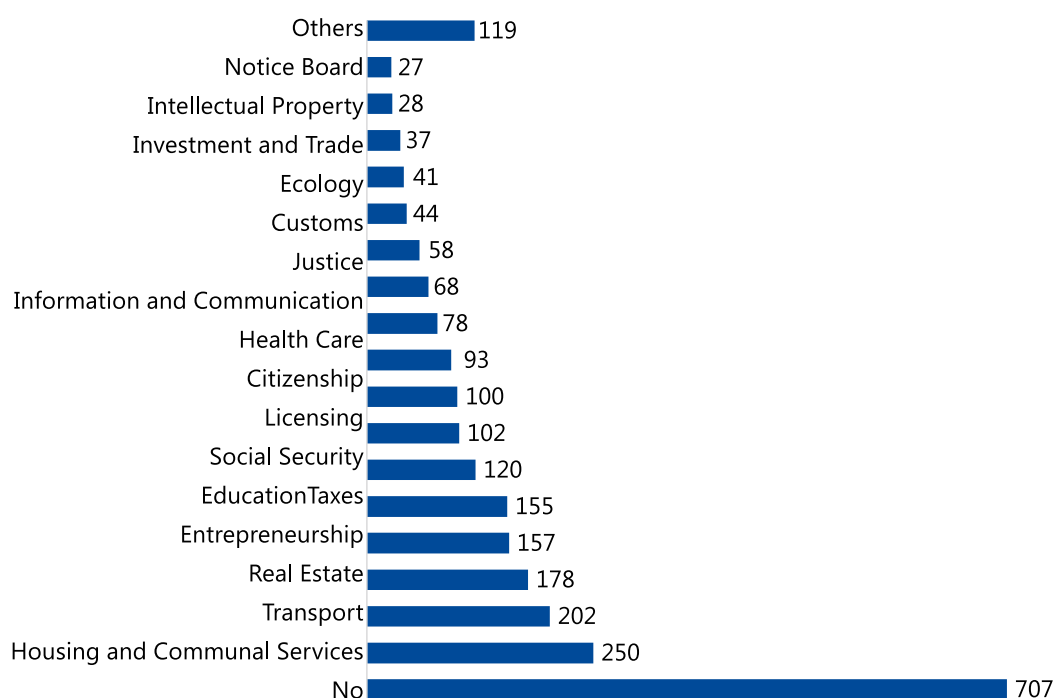
Some replies by respondents are provided below.

BOX 1. WHY HAVE NOT YOU USED THE SERVICES OF MY.GOV.UZ?

1. A man from urban area in Jizzakh region: "The portal requires availability of EDS. It means I have to always keep a USB stick with me. It is better to visit Public Services Center. Proposal: it is better to cancel the practice of requiring EDS."
2. A woman from urban area in Jizzakh region: "I do not have a computer, while it is almost impossible to use services at the web-site through smartphone".
3. A man from urban area in Samarkand region: "Recently I registered through the id.gov.uz. Many services require availability of EDS, but I cannot obtain EDS through smartphone. Proposal: simplify EDS-related process."
4. A man from urban area in Namangan region: "It is very inconvenient to use the web-site".
5. A man from rural area in Tashkent region: "It is difficult to log in through OneID".
6. A respondent living in Tashkent city: "Once I submitted an application to receive a new driver's license. Then I went to the Public Services Center and after talking with employees I regretted that I submitted the application through the web-site, because the application was still in the process (almost one day has passed), while in the Public Services Center they were not able to process everything manually because of that my previously submitted application. To make it short, I had to log in again to the web-site using a PC (mobile version was poorly functioning) and to cancel my application. In the Public Services Center, I was asked to better refrain from entering this "stupid web-site". This happened in the Public Services Center in Mirabad district".

Question No. 11. Lack of readiness of authorities or unclarity for population. With regard to the question "Have you ever come across situations when public services included in the list of online services were not provided due to lack of readiness of public services or unclarity for population?" 791 respondents, or 53% of all respondents, provided

Responses to the question "Have you ever come across situations when public services included in the list of online services were not provided due to lack of readiness of public services or unclarity for population?", people



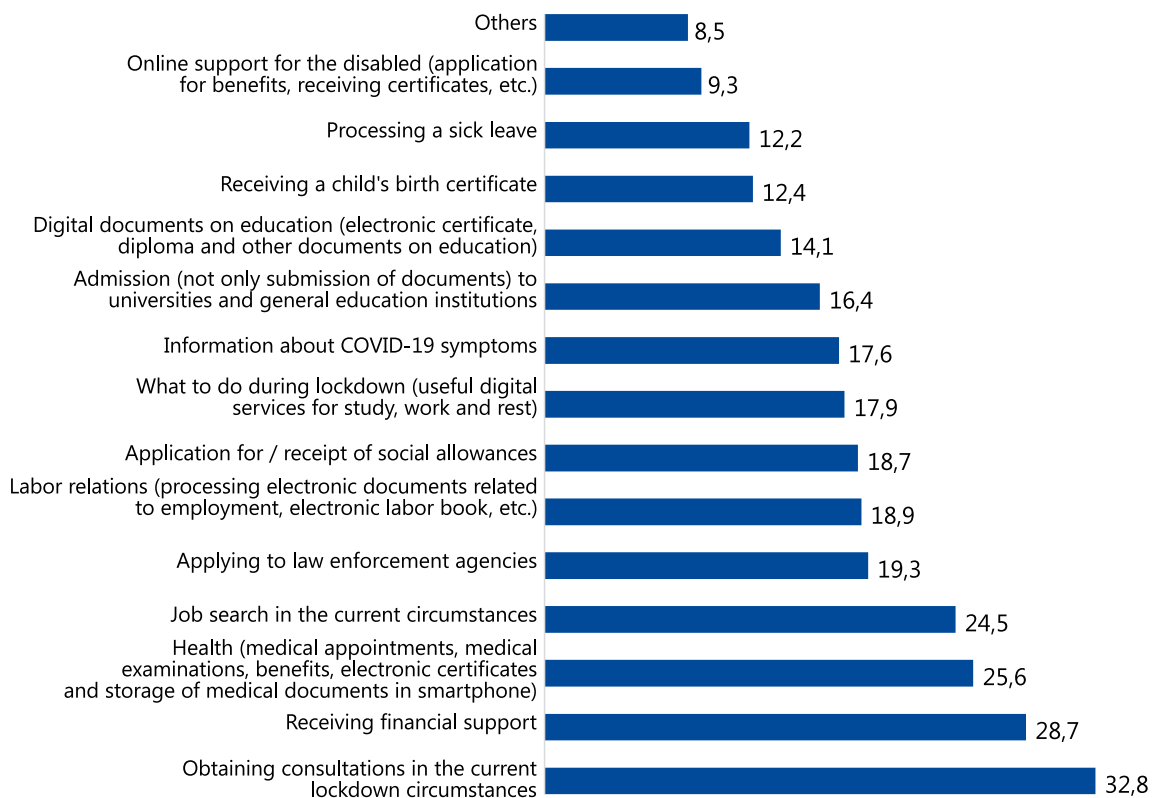
affirmative response. Accordingly, it is possible to conclude that activities of public authorities need significant improvement. Relatively critical unclarity exists in the following areas: Housing and Communal Services (250 negative replies), Transportation Services (202), Real Estate (178), Entrepreneurship (157) and Taxes (155).

Question No. 12. Services needed at my.gov.uz. With regard to the question “Please indicate what services are needed for you or your close ones, especially in the current lockdown circumstances, and there is a need to provide them online through the Single Portal for Interactive Public Services (SPIPS)” 32.8% of all respondents replied that they need consultations on current lockdown circumstances, although this service is not, possibly, within the direct competence of employees at Public Services Centers. It shall be highlighted that, following the foreign experience, an integrated system for provision of public services allows to find answers or provide advice on any topic of interest for people.

An important service for citizens is a service related to receiving financial support (28.7%). One of the reasons for deterioration in financial position of people is loss of income source or a job. In this regard, 24.5% respondents need consultations related to job search.

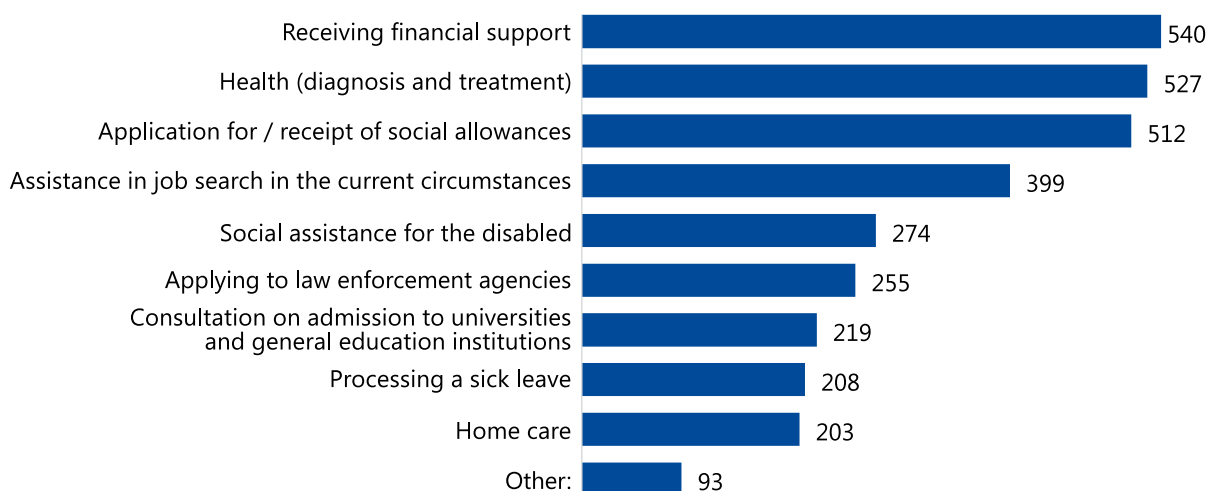
383 respondents, or 25.6% of all respondents, need health care services, which assume medical appointments, medical examinations, benefits, electronic certificates and storage of medical documents in smartphone.

Responses to the question “Please indicate what services are needed for you or your close ones, especially in the current lockdown circumstances, and there is a need to provide them online through the Single Portal for Interactive Public Services (SPIPS)”, %



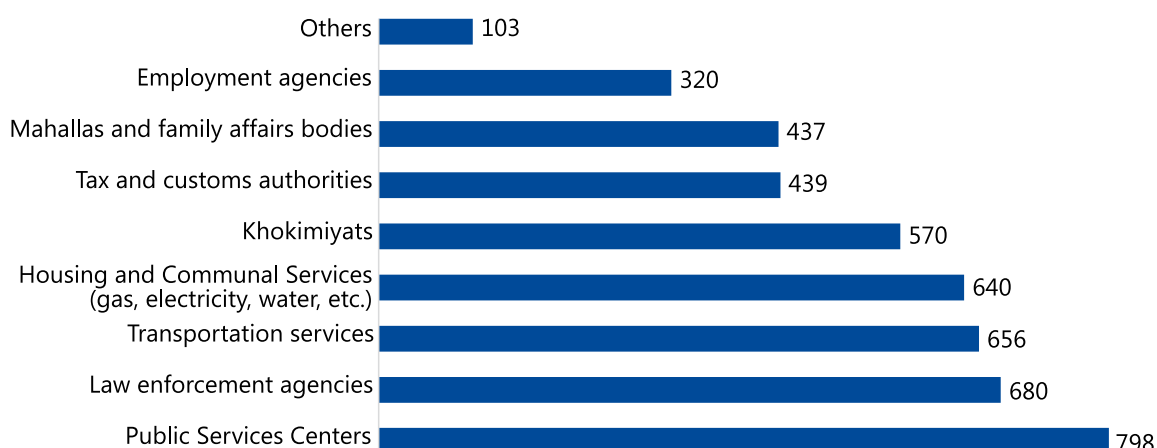
Question No. 13. Home-based services. With regard to the question “**Please indicate what services are needed for you or your close ones/neighbors to be provided through home visits of clients**” 540 respondents replied that they need services related to receipt of financial support; 512 - services related to application for and receipt of social allowances. 35.2% of all respondents see health services as needed: diagnostics and treatment with home visits to clients. 274 respondents indicated importance of social support services for people with disabilities. Apparently, the least protected population groups need home-based services, both in lockdown and normal times.

Responses to the question “Please indicate what services are needed for you or your close ones/neighbors to be provided through home visits of clients”, people



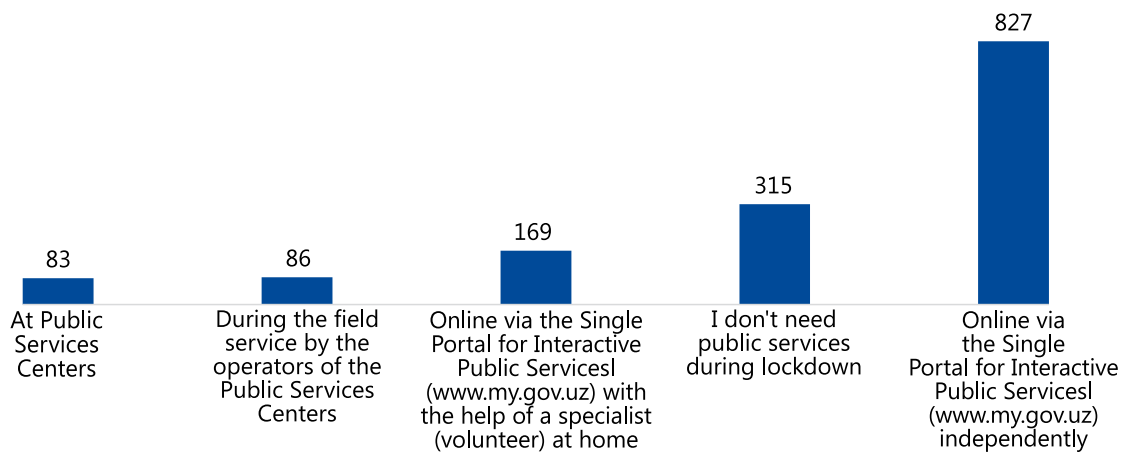
Question No. 14. Operation of public authorities during lockdown. With regard to the question “**Please indicate what authorities / companies shall continue functioning in the office to provide critical public services to population in the current circumstances.**” **798** respondents (**53.3%**) replied that the most important for them is **operation of public services centers**; **680** - indicated the need for law enforcement authorities to operate, 656 indicated transportation services, and **640** - Housing and Communal Services.

Responses to the question “Please indicate what authorities / companies shall continue functioning in the office to provide critical public services to population in the current circumstances”, people



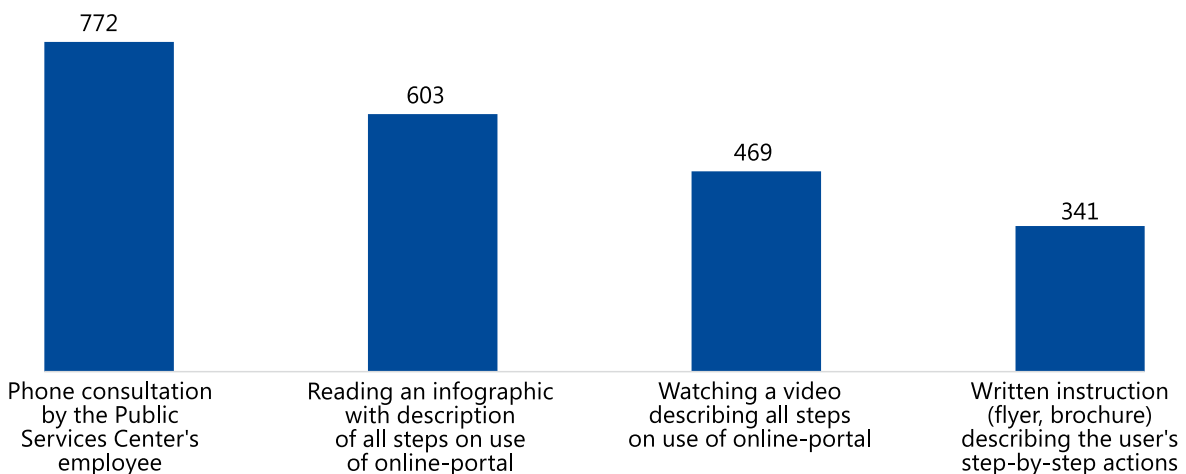
Question No. 15. The way to receive public services during lockdown. With regard to the question “How would you prefer to receive public services in lockdown circumstances caused by COVID-19 pandemic?” majority of respondents - **996** or **66.5%** - would like to receive services online, through the Single Portal for Interactive Public Services. In particular, **827** people would like to do it independently, while **169** - at home with the help of a specialist or a volunteer. Only **83** respondents would like to receive a service directly at the Public Services Center. Responses to this question to a certain extent contradict answers to the question No. 14 where majority of respondents would like to see the Public Services Centers functioning during lockdown. Perhaps, they meant online operation of employees of the Public Services Centers. This leads to a conclusion that lockdown forced people to change their perception of online services: they felt the necessity and inevitability of transition to remote operation.

Responses to the question “How would you prefer to receive public services in lockdown circumstances caused by COVID-19 pandemic?”, people



Question No. 16. What kind of help you would like to receive during use of online SPIPS portal. Majority of respondents - **772** or **51.5%** - would like to receive online services with the help of consultations of employees of the Public Services Centers by phone. Another large group (**603** people) prefers to receive services by reading an infographic with description of all steps on use of online-portal.

Responses to the question “What kind of help would you like to receive during use of online SPIPS portal?”, people

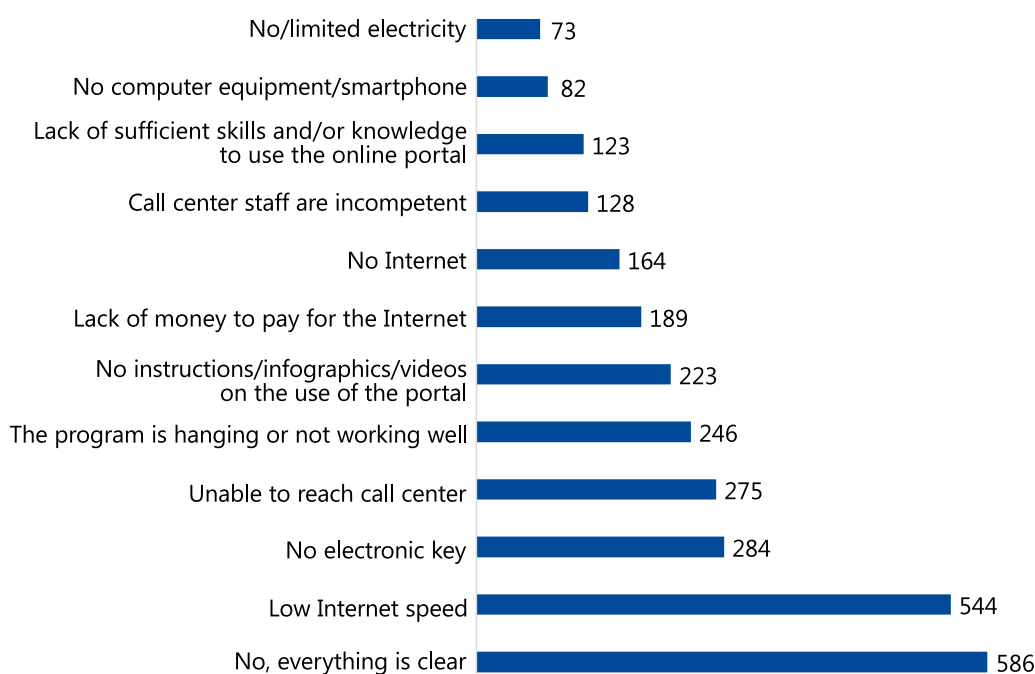


This indicates that respondents would like to act independently in receiving public services. While “lack of readiness” of the Single Portal for Interactive Public Services forces people to use additionally consultations of employees of the Public Services Centers and other information means (infographic, video materials).

Question No. 17. Do you have any inconveniences in use of online portal? Majority of respondents - **912** or **60.9%** - indicated presence of inconveniences in use of online portal.

544 people complained about low Internet connection speed, while **164** emphasized complete absence of Internet connection, and **185** complained about lack of money to pay for Internet connection.

Responses to the question “Do you have any inconveniences in use of online portal?”, people



As indicated above, lack of and low Internet connection speed are the largest obstacles to development of online services. Besides, current condition of the web-site requires significant improvements in order to increase clarity and convenience for users.

SECTION 4.3 FINDINGS

Majority of respondents use services of the Public Services Centers (76.2% of all respondents) and through my.gov.uz (60.7%), which is caused by presence of a large share of “semi-automatic” services. For the purposes of full coverage of online services, it is proposed to enhance work to transfer them from the “semi-automatic” category to “automatic” services category.

More than half of respondents claim that public services were not provided online because of lack of readiness of public authorities. Operation of authorities in the following areas requires substantial improvements: Housing and Communal Services (250 negative replies), Transportation Services (202), Real Estate (178), Entrepreneurship (157) and Taxes (155).

Almost all respondents need consultations: 32.8% – consultations in the current lockdown circumstances; 28.7% - on financial support; 24.5% – on job search; 25.6% – on health care services. This situation requires establishing an integrated system for provision of public services that will allow finding answers or providing advice on any matters of interest for people.

Analysis of responses to the question “Please indicate what services are needed for you or your close ones/neighbors to be provided through home visits of clients” indicates that in principle it is the least protected people who need home-based services. Therefore, further improvement is needed in the services provision system with regard to financial support, social allowances, pensions, as well as on diagnostics and treatment, and social assistance to people with disabilities.

Respondents would like to act independently in receiving online public services. While “lack of readiness” of the Single Portal for Interactive Public Services forces people to use additionally consultations of employees of the Public Services Centers and other information sources. Respondents indicated that the lack of and low Internet connection speed are the largest obstacles to development of online services. Besides, current condition of the public services web-site requires significant improvements in order to increase clarity and convenience for users.

4.4. Proposals by respondents

1,498 respondents provided 747 proposals and comments - this indicates high level of engagement of population and unindifference to reforms in the field of public services provision. Notionally, these proposals to improve the quality of public services provision in lockdown circumstances caused by COVID-19 pandemic can be divided into 9 groups.

Classification of respondents’ proposals to improve the quality of public services provision in lockdown circumstances caused by COVID-19 pandemic.

Proposals	Quantity	Share, %
Improving operation of the Single Portal for Interactive Public Services, creating its full-fledged mobile application, increasing the number of online services, integrating with web-sites of other authorities	191	12,8%
Improving public services provision system, increasing qualifications of employees, improving operation of the Public Services Centers	142	9,5%
Gratitude for providing public services, conducting survey, and collecting proposals from population	82	5,5%
Improving access to Internet, increasing connection speed, reducing cost of use. Providing free access to the web-site my.gov.uz through all mobile operators	69	4,6%
Increasing awareness and literacy of population with regard to use of public services, including online services	54	3,6%
Improving operation of call-centers	54	3,6%
Excluding EDS or simplifying its issue, creating its temporary types	47	3,1%
Reducing cost of provided public services	27	1,8%
Various proposals	81	5,4%
No proposals	837	55,9%

The most interesting and “out-of-box”, in our opinion, proposals by respondents are provided below.

BOX 2. PROPOSALS TO IMPROVE THE QUALITY OF PUBLIC SERVICES PROVISION IN LOCKDOWN CIRCUMSTANCES CAUSED BY COVID-19 PANDEMIC

1. 1.A woman from urban area in Andijan region: “It is necessary to integrate services and information, for example, with regard to licensing transportation of cargoes and population using motor transport. It should be connected to databases of public notaries and Ministry of Internal Affairs automatically.”
2. A man from rural area in Andijan region: “The number of staff in the call-center should be increased. Yesterday I called them and after waiting for 45 minutes I was disconnected, and I had to start it over again.”
3. A man from urban area in Bukhara region: “Kind request: during lockdown please pick up the phone, at least.”
4. A man from urban area in Jizzakh region: “Given popularity of Telegram-channels it is proposed to set own telegram-channel (bot) for each district and regularly communicate all required news, answers questions of people, educate people.”
5. A man from urban area in Jizzakh region: “I propose to use TIN instead of EDS.”
6. A man from urban area in Kashkadarya region: “All services shall be provided through the Single Portal for Interactive Public Services. E-imzo shall be created for smartphones, because these days all users have smartphones.”
7. A man from urban area in Kashkadarya region: “Ensure availability of Internet everywhere. It is proposed to adopt a practice when a person obtaining a passport or a SIM-card will get registered in the Single Portal for Interactive Public Services.”
8. A man from urban area in Kashkadarya region: “These days many stay at home left without a job. It is suggested to create services for providing these people with work through the Single Portal for Interactive Public Services.”
9. A man from rural area in Kashkadarya region: “More than 2,000 people live in our mahalla, which is located far from a district center. We really need a hotline or a local telegram-bot to receive required information and services. At least 10-15 people apply each day.”
10. A man from urban area in Namangan region: “There are many people here employed in informal sector. This category of people shall be covered by the services.”
11. A man from rural area in Samarkand region: “Taking into account importance and pertinence of the Single Portal for Interactive Public Services for all people I suggest making use of this web-site free of charge for all service plans of mobile carriers.
12. A man from urban area in Surkhandarya region: “Why is there a need to log into the web-site of the Single Portal for Interactive Public Services using a password? I found a mobile application of the Single Portal for Interactive Public Services. This application is from 18th century, while we are at 21st century. It should be fully redesigned.”
13. A man from rural area in Tashkent region: “All information shall be explained in comprehensible, simple, easy for people to understand language, rather than in literary language. First of all, officials in ties shall comply with laws themselves.”

14. A man from urban area in Fergana region: "If provision of services is denied, the Public Services Centers have to review legality of their decision, and after that they have to communicate this to a user, and to provide an explanation. If a public authority acts wrongly, then the Public Services Centers should be provided with the right to resubmit again the application as to provide this service."
15. A man from Tashkent city: "The issue of EDS shall be resolved once and for all. It is necessary to create such an EDS that it will be possible to sign not only electronic documents at the Single Portal for Interactive Public Services, but also documents in PDF format, or other documents. For this, an authority that provides EDS shall be included in the Adobe Approved Trust List (AATL). This shall meet international standards."
16. A man from Tashkent city: "I do not understand a service for temporary registration in Tashkent city. After multiple unsuccessful attempts I finally had to go to Passport Office."
17. A man from Tashkent city: "Creating super-services is another step to digital future, which shall make life of people more comfortable, stable, and just better."
18. A man from Tashkent city: "Start using QR-codes on smartphones. Given that mobile operators did not provide free Internet access during lockdown period, which is very unfortunate. Make requests online or use SMS to receive a permit to exit from home to street with any specific purpose!"
19. A man from Tashkent city: "It is necessary to strive to cover rights of our elderly people. Pension Fund and mahalla are no more than a formality. There is nothing worthwhile for our elderly people! Children shall be incentivized to engage our elderly people to our system. When we were launching together the system e-gov.uz, one of the priorities was to ensure one pensioner has at least three gadgets in use. If you are ready for joint activities, I am open for cooperation!"
20. A woman from Tashkent city: "It would be good to have sign language interpretation for online services. This is really critical for people with disabilities."

4.5. GENERAL CONCLUSIONS FOLLOWING SURVEY ANALYSIS

The analysis indicates that majority of respondents in the survey are urban population (80% of all respondents), which is conditioned by relatively good access to Internet. In particular, 31.4% of respondents live in Tashkent city. It means that in order to enhance active participation of rural population it is necessary to intensify work on improving access to Internet in rural area.

According to the monthly rating Speedtest Global Index, in December 2019, Uzbekistan ranks 108th out of 180 countries worldwide with regard to the fixed broadband speed (22.49 Mbps (Download)), and 134th with regard to mobile Internet speed (9.51 Mbps). This is another indication of the urgency to improve Internet access, especially in rural area.

Men are more active (80% of all respondents) than women. As expected, given the specifics and complexity of questions people with higher education represented about 78% of all respondents. In order to ensure gender equality and to increase participation in

“e-government” it is proposed to expand the campaign for training of women, youth, elderly generation, and people with disabilities in digital and computer literacy.

Analysis indicates that due to lockdown 1/ 3 of respondents are on leave, while 29% moved to working from home. Report by EAE Business School indicates that COVID-19 led to situation when the number of EU companies which employees work from home increased to 88%, compared to 4% before lockdown. Creating necessary conditions for employees to work from home will both maintain labour productivity level and will ensure “work-family” balance.

48.5% of respondents do not feel themselves safe, which requires enhancement of work on creating safe conditions at workplaces and outreach to population of protection from the virus.

Majority of people use in parallel services in the Public Services Centers (76.2% of all respondents) and through my.gov.uz (60.7%), which is caused by presence of multiple “semi-automatic” services. Therefore, it is proposed to enhance work to transfer the services from the “semi-automatic” category to “automatic” category.

More than half of respondents communicated that public services were not provided online because of lack of readiness of public authorities. Operation of authorities in the areas of Housing and Communal Services (250 negative replies), Transportation Services (202), Real Estate (178), Entrepreneurship (157) and Taxes (155) requires substantial improvements with regard to provision of services in real time.

Almost all respondents need consultations: 32.8% – on the current lockdown circumstances; 28.7% - on financial support; 24.5% – on job search; 25.6% – on health care services. This situation requires establishing an integrated system for provision of public services that would allow finding answers or providing advice on any matters of interest for people.

Analysis of responses to the question “Please indicate what services are needed for you or your close ones/neighbors to be provided with home visits of clients” indicates that it is the least protected people who need home-based services. Therefore, improvement is needed in the services system with regard to financial support, social allowances, pensions, health care, diagnostics and treatment, as well as social assistance to people with disabilities.

Answers from respondents indicate that users would like to act independently when receiving online public services. While “lack of readiness” of the Single Portal for Interactive Public Services forces people to use additionally consultations of employees of the Public Services Centers and other information means. Respondents indicated that the lack of and low Internet connection speed are the largest obstacles to development of online services. Besides, current condition of the public services web-site requires significant improvements in order to increase clarity and convenience for users.

5 | CONCLUSIONS, PROPOSALS AND RECOMMENDATIONS AIMED AT IMPROVING PUBLIC SERVICE DELIVERY DURING THE LOCKDOWN CAUSED BY THE COVID-19 CORONAVIRUS PANDEMIC

5. IMPROVEMENT OF THE UNIFIED REGISTER OF PUBLIC SERVICES

It is necessary to constantly work on expanding the Unified Register of Public Services to include: 1. public services that, in practice, are provided by ministries and agencies; 2. new services that emerge as the sphere of public service delivery develops; 3. plans for digitalizing all public services.

On the official websites of the ministries and agencies, it is necessary to create a special heading (cell/section) under the name "Public Services" and provide a list of all public services with their passports. The standard passport of a service should include at least the following information: 1. service description; 2. governing laws and regulations; 3. responsible organizations (with website addresses and phone numbers); 4. cost (possibility to pay online) of the service; 5. who can receive the service?; 6. result of the service delivery; 7. possibility to receive the service online (with or without EDS); 8. benefits (if any) for recipients of the service; 9. possibility to receive the service again; 10. reasons for refusal (if refused), etc.

All services of ministries and agencies should be connected with the portal of interactive public services my.gov.uz, davxizmat.uz and vice versa.

Post the entire list of the register of public services on davxizmat.uz website with links to the portal of online public services my.gov.uz and to the websites of ministries and agencies.

5.2. IMPROVEMENT OF THE SINGLE PORTAL FOR INTERACTIVE PUBLIC SERVICES (MY.GOV.UZ)

It is necessary to make it possible to view and download the list of all public services (in Excell, Word, pdf, etc.) in Uzbek, Russian and, in the future, English.

Check the information on the Russian and Uzbek versions of the website and ensure that all data and information are available in the respective (Russian/Uzbek) languages.

Ensure the identity of the names of public services on the first page of the website and in their passports.

Develop a single model/standard for the passport of a public service. The standard passport of a service should include at least the following information: 1. service description; 2. governing laws and regulations; 3. responsible organizations (with website addresses and phone numbers); 4. cost (possibility to pay online) of the service; 5. who can receive the service?; 6. result of the service delivery; 7. possibility to receive the service online (with or without EDS); 8. benefits (if any) for recipients of the service; 9. possibility to receive the service again; 10. reasons for refusal (if refused), etc.

Develop instructions/rules for regular inventory of services.

Identify icons for a specific type of service on all pages of the website.

Identify icons with service delivery practices.

All sub-services should to be transferred to the status of separate services in order to improve their visibility and convenience of finding. If a service has 3 sub-services, then, in accordance with the proposed option, they will be presented as separate 3 services.

Strengthen work with users' appeals on the website and provide online answers to customers' questions.

Introduce an online assistant in Uzbek and Russian languages on the portal.

Improve the display of statistics on services.

5.3. INCREASE IN THE NUMBER OF ONLINE SERVICES ON MY.GOV.UZ PORTAL

Given the importance of EDS in receiving public services, it is proposed to provide all users (individuals and legal entities) with EDS as soon as possible through my.gov.uz (or using all possible electronic resources – websites of state bodies, Telegram channels, etc.). And the issuance of EDS should be free of charge. The experience of foreign countries shows (in particular, experience of Latvia) that an individual may have different variants of electronic signatures/keys (electronic card, mobile application of the key) to use for different purposes.

It is proposed to expand the list of online services by moving the following items from "semi-automatic" to "automatic" (see justification in **Annex 3**):

- Electronic declaration of goods
- Preliminary electronic information of the bodies of the State Customs Service on goods and vehicles moved across the customs border of the Republic of Uzbekistan by road
- Notification of the security for customs payments for the movement of foreign goods
- Postal declaration
- Applying for criminal record certificates
- Receiving a certificate of registration/non-registration with a narcological dispensary
- Providing address-reference information
- Receiving an archival salary certificate

- Receiving an archival employment history certificate
- Receiving a death registration certificate
- Receiving a home ownership certificate
- Notification of commencement of construction and installation works
- Issuing a cadastral certificate
- Receiving a housing area certificate
- Receiving a marriage, non-marriage or divorce certificate
- Receiving a surname, first name or patronymic change certificate
- Receiving a one-off child birth benefit
- Receiving a funeral grant
- Registering a mobile device by IMEI
- Changing the credentials of a taxpayer-individual

5.4. IMPROVEMENT OF THE PUBLIC SERVICES AGENCY'S OFFICIAL WEBSITE

It is necessary to improve the current website of the Public Services Agency, taking into account the experience of the best official websites of similar entities in foreign countries.

Ensure the harmonization of the country's two main websites on public services – my.gov.uz and davxizmat.uz.

Namely: 1. Make it possible to view and download the list of all public services (in Excel, Word, pdf, etc.); Ensure the identity of the list, names and passports of public services; 3. Improve the "Public Services Statistics" heading to include important data that can be obtained from the Public Services Agency's system; public services statistics should be interactive and accessible in real time.

As for expanding the list of online public services, based on the experience of foreign countries

Examination of the current status of online public services in the Republic of Uzbekistan shows that there is a great potential for expanding their number without high costs. The practice of foreign countries shows that such list can be expanded by the various highly-demanded services (see justification in **Annex 4**).

When introducing new services to the portal and developing new applications, it is necessary to adhere to the principle that most actions can be done in 2 clicks. Applications with simple interfaces are needed, which are user friendly for both a schoolboy and a pensioner.

5.5. PROPOSALS BASED ON THE RESULTS OF THE SURVEY AMONG OFFICIALS OF THE PUBLIC SERVICES AGENCY, PUBLIC SERVICES CENTERS AND GOVERNMENT ORGANIZATIONS THAT PROVIDE PUBLIC SERVICES TO INDIVIDUALS AND LEGAL ENTITIES, AS WELL AS ALL OTHER STAKEHOLDERS IN THE SECTOR

Enhance consulting and communication activities of the Agency. Meanwhile, along with traditional communication channels it is necessary to use new channels and media (engage popular bloggers, actively use social media, increase the number of posters and banners in crowded areas).

Perform detailed in-deep analysis of the quality of public services provision in the field of Housing and Communal Services, real estate registration, as well as social security and healthcare; establish a comprehensive action plan to eliminate identified deficiencies, develop and submit proposals to change and amend existing laws, legal acts, regulations, and standards.

Perform inventory of public services in order to classify them and to identify steps needed to ensure the fastest digitalization, as well as to develop a set of actions and related laws and regulations, as needed; perform in-deep analysis of corporate website of the Public Services Agency, as well as of the Single Portal for Interactive Public Services in order to critically assess their functionality, availability of information needed for users, convenience in using and obtaining required services.

In order to develop online provision of services the following measures are proposed: 1. Consider the possibility of providing public services through visits for the following categories of people: with many children, aged, people with disabilities; meanwhile, it is proposed to develop a concept for use of PPP instruments to provide services in rural areas and remote settlements; 2. Develop a curriculum for training people skills for using the Single Portal for Interactive Public Services and receiving services independently (remotely); this curriculum shall be publicly available through the Single Portal for Interactive Public Services; 3. Intensify work to inform users about convenience of receiving services remotely; 4. Provide for implementation of additional incentives / bonuses for online users of public services (discounts, bonuses, free delivery of documents, etc.).

Substantially large number of votes for such types of public services as: "Real Estate", "Health Care", "Housing and Communal Services", "Taxes", "Entrepreneurship", "Social Security" and "Licensing" confirms the opinion on lack of readiness of many government organizations to provide services online in full scope. This requires enhancement of work to transfer the most demanded public services into fully automated mode of delivery.

Develop a set of measures to introduce the practice of public service delivery through mobile phones. A new form of organization of government authorities is needed, which is supported by a wide range of services based on mobile communication technologies, which are at a qualitatively new level of efficiency and convenience of receiving services by citizens and businesses, as well as fully cover the results of the activities of state bodies. For example, it is possible to introduce SMS-services related to utility payments based on the readings of individual metering devices, receiving information on the status of financial and personal account and accrued subsidies, receiving other notifications about payment and provision of housing and communal services and services of the Public Services Center in the "one-window" mode. For comfortable access to services, a WAP-site is created, which is also filled with thematic mobile content. In general, the

range of SMS services in the system of civil communications of the authorities can be extremely broad and cover all spheres of urban economy, education and health care. The choice of specific types of services is determined by the degree of information systems' readiness for the automated processing of requests, as well as the results of marketing research in the form of field surveys and pilot projects.

5.6. PROPOSALS BASED ON THE RESULTS OF THE SURVEY AMONG USERS OF PUBLIC SERVICES

The analysis shows that without increasing the level of access to the Internet it is useless to talk about the development of the online service delivery system and digitalization. Therefore, it is proposed to fulfill the instruction of the Decree of the President of Uzbekistan No. UP-5544 dated September 21, 2018 "On approval of the Innovative Development Strategy of the Republic of Uzbekistan for 2019-2021" on the liberalization of access of direct connection to international telecom networks for all operators by January 1, 2020 (clause 19 of the Roadmap).

In order to ensure gender equality and to increase participation in "e-government", it is proposed to expand the campaign for training of women, youth, elderly generation, and people with disabilities in digital and computer literacy.

Operation of authorities in the areas of Housing and Communal Services (250 negative replies), Transportation Services (202), Real Estate (178), Entrepreneurship (157) and Taxes (155) requires substantial improvements with regard to provision of services in real time.

Given that the least protected people need home services, improvement is needed in the service delivery system with regard to financial support, social allowances, pensions, health care, diagnostics and treatment, as well as social assistance to people with disabilities.

In order to facilitate access to interactive public services, it is necessary to develop and implement a unified system of identification and authentication to enable users to access, through a single identifier, the electronic services of various government organizations, including through different channels.

CONCLUSION

The current conditions of the pandemic have once again proved the importance of digital technologies. It has become obvious that education, public services, public administration, trade and services heavily depend on information technologies. Services that have not been provided remotely for many years have become available online in a matter of days.

On May 11, 2020, the President of the Republic of Uzbekistan Shavkat Mirziyoyev held a meeting on wide implementation of the digital economy and e-government. The current state of the digitization of services has been analyzed. It was noted that only 193 (27%) of the more than 700 information systems at state bodies are connected to e-Government. Of these, only 10 are active (5%). Only 27 of the 80 agencies providing public services are integrated with the Public Services Agency. Given the impact of the pandemic, the importance of accelerating the transition of the most demanded public services to electronic form was emphasized. Instructions were given to introduce – in Tashkent by the end of this year – electronic medical cards, electronic hospital and emergency medical care systems, and the Single Registry for Social Protection for accounting social benefits.

In this regard, the presented report on the analysis of public service delivery during the lockdown caused by the COVID-19 coronavirus pandemic is of particular relevance and practical value. The conclusions and proposals contained in this report, prepared by the team of the Joint Project of the Public Services Agency, EU and UNDP, can also be seen as a proposal for assistance, i.e. The project is ready to provide expert support in developing and implementing the specified measures.

Touching on the topic of e-government in Uzbekistan, we should focus on the reasons for the weak development of this institution in our country. Among these reasons, we can highlight the following objective factors: weak infrastructure, uneven distribution of information technologies among different regions, as well as among different segments of the population (high level of digital divide). In addition, there are a number of additional barriers and constraints to the development of the e-government's management system:

- lack of systemic vision and approach, insufficient legal and regulatory framework;
- lack of a clear and well-defined institutional framework for building e-government at the national and regional levels;
- weakness and non-systemic interaction between the state and the private sector, low efficiency of measures taken, lack of effective control mechanisms due to the lack of clear indicators and criteria, high corruption risks;
- lack of awareness of the need to implement e-government technologies by individual public servants at the national and regional levels leads to distortion of high-level decisions and their low efficiency – as a result, the implementation of separate, non-systemic initiatives in the field of e-government does not produce the expected results.

Particularly, we would like to focus on the issues of communication. The target groups can be informed through different channels, but at present it is quite clear that the Internet is the

most flexible and least expensive way. Prior to the advent of the Internet, no communication channel provided such interactivity capabilities to conduct an active dialogue with users and to create groups of stakeholders and involved organizations.

In order to increase citizen engagement and awareness about public services policy, regular awareness campaigns should be conducted by publishing periodicals, posting on the Internet portals the information on what is happening in this area, what are the goals and objectives of the reform of service delivery, the progress of its implementation, the best achievements, and the problems encountered.

The pages of the Single Portal for Interactive Public Services need to be supplemented by educational interactive video materials describing public services, which provide, in the most understandable way, the information about the procedure for service delivery, what is a particular service, where you can apply for it, how to receive it electronically. In particular, it is necessary to describe the technical details (which buttons to press, what information to enter, etc.).

Particular attention should be paid to the accessibility of public services to persons with disabilities. The world's experience includes many different services and solutions aimed at facilitating access to public services for citizens with disabilities. For example, you can embed accompanying sound in public service portal's pages, place sound files that describe the main content of pages, or apply specialized software that allows the user to "voice" the desired page elements.

In conclusion, it is worth pointing out that, in order to develop e-government, the state needs to move from the role of an indifferent public service provider to active interaction with citizens. At the same time, public services should be primarily focused on the person, meeting his/her demands and needs..

ANNEXES

ANNEX 1. LIST OF PUBLIC SERVICES BY SPHERES ON MY.GOV.UZ WEBSITE

№	Service sphere	Total	Who can receive			Automatic		Is EDS required?	
			legal entities	individuals	all	yes	no	yes	no
1	Housing and Communal Services	25	25	23	23	2	23	16	9
2	Real Estate	20	18	17	15	0	20	16	4
3	Transport	5	3	5	3	2	3	1	4
4	Social Security	7	0	7	0	3	4	3	4
5	Taxes	16	9	14	7	15	1	2	14
6	Education	6	2	6	2	3	3	3	3
7	Information and Communication	2	2	2	2	1	1	0	2
8	Licensing	65	65	24	24	3	62	47	18
9	Investment and Trade	1	1	1	1	0	1	1	0
10	Intellectual Property	1	1	1	1	0	1	0	1
11	Customs	12	12	11	11	7	5	4	8
12	Justice	8	0	8	0	2	6	1	7
13	Ecology	10	10	10	10	0	10	8	2
14	Certificates	12	0	12	0	1	11	4	8
15	Entrepreneurship	6	6	5	5	5	1	1	5
16	Notice Board	4	4	4	4	4	0	0	4
17	Citizenship	7	1	7	1	2	5	4	3
18	Health Care	14	13	3	2	0	14	13	1
	Total	221	172	160	111	50	171	124	97

ANNEX 2. LIST OF AUTOMATED PUBLIC SERVICES PROVIDED THROUGH MY.GOV.UZ

№	Sphere	Service	Is EDS required?	
			yes	no
1	Housing and Communal Services	Utilities	0	1
2		Preliminary calculation of debt/prepayment for gas supply	0	1
3	Transport	Information about vehicle	0	1
4	Social Security	Citizens' registration with the contributory pension system	1	0
5		Receiving information about the state of savings in an individual contributory pension account	0	1
6	Taxes	Information about accrued wages	1	0
7		Certificate of absence of tax debt of legal entities, individuals and individual entrepreneurs	1	0
8		Income tax calculator	0	1
9		Property tax calculator	0	1
10		Details of single treasury accounts of tax authorities	0	1
11		Personal cards of legal entities	0	1
12		Providing information about value-added tax payers	0	1
13		Tax benefits for legal entities	0	1
14		Preliminary declaration of an individual's income from the rental (lease) of property to individuals	0	1
15		Minimum wage dynamics	0	1
16		Excessively paid amounts of taxes and other mandatory payments	0	1
17		Citizens' insurance premiums paid	0	1
18		Property and land taxes	0	1
19		Providing information about local state tax inspectors	0	1
20	Definition of TIN	0	1	
21	Education	Receiving a certificate of student status (university)	0	1
22		Filing an application for enrolling a child in a preschool educational institution	0	1
23		Checking the queue for enrolling children in a preschool educational institution	0	1
24	Information and Communication	Search for registered mail	0	1
25	Licensing	Obtaining a special permit for the movement of vehicles	0	1
26		Search licenses by using TIN	0	1
27		My licenses	0	1

№	Sphere	Service	Is EDS required?	
			yes	no
28	Customs	Receiving information about goods imported into the territory of the Republic of Uzbekistan by rail	0	1
29		Submitting data on foreign trade contracts to the Single Electronic Information System of Foreign Trade Operations	0	1
30		Receiving information about goods imported into the territory of the Republic of Uzbekistan by road	0	1
31		Reconciliation statement on customs payments	0	1
32		Search for registered mail	0	1
33		Register of Customs Warehouses	0	1
34		List of declaring persons	0	1
35		Justice	Scheduling an appointment with a civil registry office's management	0
36	Scheduling an appointment with a notary		0	1
37	Certificates	Information about pension (benefit)	0	1
38	Entrepreneurship	Submitting an electronic application for the manufacture of barcode layout originals	0	1
39		Providing an extract from the schedule of inspections to business entities and supervisory bodies	0	1
40		Familiarizing with the credentials of legal entities and individual entrepreneurs	0	1
41		Re-registration of a business entity	0	1
42		Registration of a new business entity	0	1
43		Notice Board	Facilities for implementing design, construction and installation and commissioning works for connection to heat supply networks	0
44	Facilities for implementing design, construction and installation and commissioning works for connection to gas networks		0	1
45	Facilities for implementing design, construction and installation and commissioning works for connection to water supply and sanitation networks		0	1
46	Facilities for implementing design, construction and installation and commissioning works for connection to electric power networks		0	1
47	Citizenship	Placing in an electronic queue to the Migration and Citizenship Department (passport office)	0	1
48		Checking debt on an enforcement document	0	1
	Total		3	45

ANNEX 3. PROPOSALS FOR TRANSFERRING THE PUBLIC SERVICES AVAILABLE ON THE SINGLE PORTAL FOR INTERACTIVE PUBLIC SERVICES FROM «SEMI-AUTOMATIC» TO «AUTOMATIC»

№	Service	Current status	Implementation arrangement
1	Electronic declaration of goods	According to the Resolution of the Cabinet of Ministers No.605 dated 31.07.2018, three stages shall be performed automatically, and in the fourth stage a customs officer shall perform customs clearance.	Transfer the fourth stage – the performance of customs clearance – to online mode.
2	Preliminary electronic information of the bodies of the State Customs Service on goods and vehicles moved across the customs border of the Republic of Uzbekistan by road	After having sent the preliminary information, the applicant shall immediately receive an electronic confirmation and identification code in online mode.	In practice, this service is provided online.
3	Notification of the security for customs payments for the movement of foreign goods	Receiving an electronic confirmation and identification code in online mode.	In practice, this service is provided online.
4	Postal declaration	After having sent the information, the user shall receive an electronic confirmation and identification code in online mode within 15 minutes.	In practice, this service is provided online.
5	Applying for criminal record certificates	Resolution of the Cabinet of Ministers No. 797 dated 04.10.2018. Within 2 working days from the date of receipt of the request, the authorized body shall issue the certificate with a QR code, confirm it with its own EDS and send it to the applicant electronically. The Decree of the President No. UP-5930 dated 31.01.2020 provides for the completion of the digitization of information by January 1, 2023.	Transfer the last stage of receiving the certificate – the authorized body shall issue the certificate with a QR code (matrix barcode), confirm it with its own EDS and send it to the applicant electronically – to online mode. Specify on the form that no print is needed because there is a QR code.
6	Receiving a certificate of registration/non-registration with a narcological dispensary	Resolution of the Cabinet of Ministers No.18 dated January 10, 2020. From the moment of receipt of the request, the competent body shall, in real time, draw up the certificate with a QR code, confirm it with its own EDS and send it to the applicant electronically.	Transfer the last stage of receiving the certificate – the competent body shall, in real time, draw up the certificate with a QR code, confirm it with its own EDS and send it to the applicant electronically – to online mode. Specify on the form that no print is needed because there is a QR code.

№	Service	Current status	Implementation arrangement
7	Providing address-reference information	Resolution of the Cabinet of Ministers No. 797 dated 04.10.2018. Within 1 working day from the date of receipt of the request, the competent body shall draw up the information with a QR code, confirm it with its own EDS and send it to the applicant electronically. The Decree of the President No. UP-5930 dated 31.01.2020 provides for the completion of the digitization of information by January 1, 2023.	Transfer the last stage of receiving the certificate – the authorized body shall issue the certificate with a QR code (matrix barcode), confirm it with its own EDS and send it to the applicant electronically – to online mode. Specify on the form that no print is needed because there is a QR code.
8	Receiving an archival salary certificate	Resolution of the Cabinet of Ministers No.101 dated April 5, 2012. The term of the service delivery is 30 days.	Transfer receiving an archival salary certificate to online mode. Specify on the form that no print is needed because there is a QR code.
9	Receiving an archival employment history certificate	Resolution of the Cabinet of Ministers No.101 dated April 5, 2012. The term of the service delivery is 30 days.	Transfer receiving an archival employment history certificate to online mode. Specify on the form that no print is needed because there is a QR code.
10	Receiving a death registration certificate	Resolution of the Cabinet of Ministers No. 134 dated February 15, 2019. The term of the service delivery is within 3 working days.	Transfer receiving a death registration certificate to online mode. Specify on the form that no print is needed because there is a QR code.
11	Receiving a home ownership certificate	Resolution of the Cabinet of Ministers No. 1 dated 07.01.2014. The Decree of the President No. UP-5930 dated 31.01.2020 provides for the transfer to online mode by July 1, 2020.	Transfer receiving a home ownership certificate to online mode. Specify on the form that no print is needed because there is a QR code.
12	Notification of commencement of construction and installation works	Resolution of the Cabinet of Ministers No. 370 dated May 18, 2018.	Transfer notification of commencement of construction and installation works to online mode.
13	Issuing a cadastral certificate	The Decree of the President No. UP-5930 dated 31.01.2020 instructs to develop an administrative regulation for the preparation of a cadastral certificate by July 1, 2020, taking into account the provision of the service through the Public Services Centers and the Single Portal.	Transfer issuing a cadastral certificate to online mode. Specify on the form that no print is needed because there is a QR code.

№	Service	Current status	Implementation arrangement
14	Receiving a housing area certificate	The Decree of the President No. UP-5930 dated 31.01.2020 instructs to abolish, by July 1, 2020, the procedure for claiming a housing area certificate from citizens by state bodies through the introduction of inter-agency interaction, including electronic one.	Abolish the procedure for claiming a housing area certificate from citizens by state bodies through the introduction of inter-agency interaction, including electronic one. Specify on the form that no print is needed because there is a QR code.
15	Receiving a marriage, non-marriage or divorce certificate	Resolution of the Cabinet of Ministers No. 134 dated February 15, 2019. The term of the service delivery is within 3 working days.	Transfer receiving a marriage, non-marriage or divorce certificate to online mode.
16	Receiving a surname, first name or patronymic change certificate	Resolution of the Cabinet of Ministers No. 134 dated February 15, 2019. The term of the service delivery is within 3 working days.	Transfer receiving a surname, first name or patronymic change certificate to online mode. Does not work at the moment. Specify on the form that no print is needed because there is a QR code.
17	Receiving a one-off child birth benefit	The Decree of the President No. UP-5930 dated 31.01.2020 provides for the approval of the administrative regulation by April 1, 2020.	Transfer receiving a one-off child birth benefit to online mode.
18	Receiving a funeral grant	The Decree of the President No. UP-5930 dated 31.01.2020 instructs to approve the administrative regulation by April 1, 2020.	Transfer receiving a funeral grant to online mode. Specify on the form that no print is needed because there is a QR code.
19	Registering a mobile device by IMEI	Resolution of the Cabinet of Ministers No. 778 dated September 17, 2019. The term of the service delivery is within 3 working days.	This service is provided online on uzimei.uz website. Resolution of the Cabinet of Ministers No. 847 dated 22.10.2018.
20	Changing the credentials of a taxpayer-individual	Documents required to receive the service: a copy of the passport (containing information about the place of residence).	In practice, this service is provided online.

ANNEX 4. PROPOSALS FOR EXPANDING THE LIST OF ONLINE PUBLIC SERVICES, BASED ON THE EXPERIENCE OF FOREIGN COUNTRIES

№	Service	Current status	Implementation arrangement and justification
1	<p>Sphere: Social Security</p> <p>Service: Registering as an unemployed person and receiving an unemployment benefit</p>	<p>There is no real time service.</p> <p>It is provided only after physically applying to the district (city) Center for Employment Support and Social Protection (Regulation on the Procedure for the Registration of Citizens by Labour Bodies, their Employment, the Appointment and Payment of Unemployment Benefits</p>	<p>It is proposed to introduce this service in my.gov.uz. Develop a regulation, a convenient interface, integrate with responsible ministries and agencies.</p> <p>Fully automate the process.</p> <p><u>Experience of South Korea:</u></p> <p>After applying for benefits, the authorized agency's employee (official) receives real-time information about real estate, vehicles, border crossing facts, income, benefits, fines, and other data about the applicant. The collected information helps make sure that the applicant really needs state support. After analyzing the information, a decision is made to grant or refuse the benefit. To receive a benefit, a citizen needs to submit an application only.</p> <p><u>Experience of France:</u></p> <p>To receive information about unemployment benefits, download an online application, set up a systemic and monthly notification of unemployment status – all this can be done through https://www.pole-emploi.fr/accueil/, as well as to find vacancies, register as an unemployed person and receive benefits.</p>
2	<p>Sphere: Social Security</p> <p>Service: Receiving a birth certificate and a child birth benefit</p>	<p>After the birth of a child, it is necessary to apply with the maternity clinic's confirmation of birth to the civil registry office for a birth certificate and to separately bring the confirmation of birth to work or mahalla (if the mother does not work) to receive a one-off child birth benefit.</p>	<p>It is proposed to introduce the service «Receiving a birth certificate and a child birth benefit» in my.gov.uz.</p> <p>Develop a regulation, a convenient interface, integrate with responsible ministries and agencies.</p> <p>Fully automate the process.</p> <p><u>Experience of Canada:</u></p> <p>Before the parents leave the maternity clinic, they are provided with a package of documents with birth information, which allows them to do all this online, without the need to duplicate the necessary data. By optimizing the three application submission processes in one integrated online service, the birth registration service has reduced the processing time of important identification documents by half.</p>

№	Service	Current status	Implementation arrangement and justification
3	<p>Sphere: Citizenship</p> <p>Service: Receiving a passport</p>	<p>One needs to personally apply to the passport office of the District Department of Internal Affairs, write a statement, take a picture, pay the state duty, and come to pick up the passport in 14 days.</p>	<p>It is proposed to introduce the service «Receiving a passport» in my.gov.uz.</p> <p>Develop a regulation, a convenient interface, integrate with responsible ministries and agencies.</p> <p>Fully automate the process.</p> <p><u>Experience of France:</u></p> <p>Information and links to online pre-filling of the file. The application for a passport is processed by the municipal authorities. Once the passport is ready, one can come and pick it up or receive it by mail.</p> <p>https://www.service-public.fr/particuliers/vosdroits/N360</p>
4	<p>Sphere: Transport</p> <p>Service: Registering a car with the traffic police</p>	<p>One need to physically bring the car to the traffic police, pass the inspection, pay and receive a license plate.</p>	<p>It is proposed to introduce the service «Registering a car with the traffic police» in my.gov.uz.</p> <p>Develop a regulation, a convenient interface, integrate with responsible ministries and agencies.</p> <p>Fully automate the process.</p> <p><u>Experience of France:</u></p> <p>Vehicle registration services are processed online by the Ministry of the Interior and, in some cases, through car dealerships.</p> <p>https://www.service-public.fr/particuliers/vosdroits/N367</p>
5	<p>Sphere: Health Care</p> <p>Service: Processing a sick leave during lockdown</p>	<p>One must personally visit the clinic to open a sick leave.</p> <p>If this is related to lockdown, then further confirmation from the sanitary and epidemiological service is required.</p>	<p>It is proposed to introduce the service «Processing a sick leave during lockdown» in my.gov.uz. Develop a regulation, a convenient interface, integrate with responsible ministries and agencies, as well as fully automate the process.</p> <p><u>Experience of Russia:</u></p> <p>Since March 20, 2020, a new procedure for processing a certificate of temporary incapacity to work (so-called sick leave) has been launched. It applies to cases of temporary incapacity to work in connection with lockdown due to coronavirus infection. For citizens who are obliged to comply with the lockdown regime, it is possible to submit an application via the Internet – on the website of the Social Insurance Fund.</p> <p>A certificate of temporary incapacity to work during the period of lockdown due to coronavirus may be processed online in the Personal Account on the website of the Social Insurance Fund, which provides step-by-step instructions on how to do so.</p>

№	Service	Current status	Implementation arrangement and justification
6	<p>Sphere: Health Care</p> <p>Service: My health history</p> <p>Information about the health of the person and his/her children</p>	<p>The full health history is stored nowhere.</p> <p>Part of the information is archived in clinics in old notebooks (which are often lost).</p> <p>Individual new clinics also store data.</p> <p>There is no real time service.</p> <p>Available only from the doctor who examined you.</p> <p>In individual medical institutions – in the registration desk.</p> <p>The Resolution of the President No. PP-4699 provides for the introduction of «Electronic Medical Card», «Electronic Polyclinic», «Electronic Prescription» and other online systems by the end of 2022.</p>	<p>Every Australian has their own medical card offering many potential benefits to patients, based on a digital summary of their medical information, namely – better communication with health care providers, improved quality of care, reduced duplication of pathological tests, improved drug safety, and reduced hospitalization.</p> <p><u>Experience of Latvia:</u></p> <p>When receiving medical care by patients, various information about them is accumulated: visits, diagnoses of doctors, data on chronic diseases, etc. There are different ways to find out what information about a person is accumulated in different registers. The information placed on the portals is private and protected – it is only available to the person and the authorized medical person.</p> <p>On e-Health and Latvija.lv portals, only the data submitted or entered into the single electronic healthcare information system by employees of healthcare institutions will be electronically available.</p> <p>www.latvija.lv/ru</p>
7	<p>Sphere: Health Care</p> <p>Service: What medical services are paid by the state?</p>	<p>There is no real time service.</p> <p>The information is partly available on the website of the Ministry of Health.</p> <p>The Resolution of the President No. PP-4699 provides for the introduction of «Electronic Medical Card», «Electronic Polyclinic», «Electronic Prescription» and other online systems by the end of 2022.</p>	<p>It is proposed to introduce the service «What medical services are paid by the state?» in my.gov.uz and create an e-Health portal that will provide information on the availability of free medical services (services paid by the state) for each user based on his/her personal data.</p> <p><u>Experience of Latvia:</u></p> <p>To find out where you can receive health care services paid by the state (with only the patient's contributions paid), you need to find out whether your chosen doctor or medical institution provides treatment paid by the state. This can be found from the list of institutions available on the National Health Service's website. This website also contains information about medical institutions and doctors working in them, which provide health care services paid by the state, and about doctors who have the right to prescribe the medicines to be compensated by the state.</p> <p>https://www.latvija.lv/ru</p>

№	Service	Current status	Implementation arrangement and justification
8	<p>Sphere: Health Care</p> <p>Service: Health at workplace</p>	<p>There is no real time service.</p> <p>The information is partly available on the website of the Ministry of Health.</p> <p>According to article 214 of the Labour Code, the employer is obliged to organize the preliminary (when concluding an employment agreement) and periodic (during the employment) medical examinations of employees.</p> <p>Periodic medical examinations shall be carried out during working hours.</p> <p>During periodic medical examinations, the employee's workplace (position) and average wage shall be maintained.</p> <p>Employees shall bear no expenses in connection with the medical examination.</p>	<p>It is proposed to introduce the service «Health at workplace» in my.gov.uz and create an e-Health portal that will provide information on the possibility of free medical examination of employees.</p> <p><u>Experience of Latvia:</u></p> <p>For the employee to take care of his/her health at workplace responsibly and in accordance with the requirements, it is important for him/her to know what support is available in the event of illness or injury, and how to deal with a long-term illness.</p> <p>The employee also needs to know his/her rights and responsibilities in relation to the workplace and the employer.</p>
9	<p>Sphere: Taxes</p> <p>Service: Return of excessively paid amounts of taxes</p>	<p>One needs to submit an electronic application to the State Tax Inspectorate for return of excessively paid amounts of taxes and payments (the service is available only to legal entities).</p> <p>Individuals may return excessively paid amounts of taxes after submission of the income tax declaration, i.e. once a year.</p>	<p>It is proposed to introduce the service of return of excessively paid amounts of taxes to individuals and legal entities through my.gov.uz and soliq.uz websites</p> <p><u>Experience of Australia:</u></p> <p>Individuals or legal entities can quickly and easily return excessively paid amounts of taxes through the Mytax application. Return is made online for both individuals or legal entities.</p>

№	Service	Current status	Implementation arrangement and justification
10	<p>New sphere: Services for the elderly</p> <p>Service: Package of public services for the elderly:</p> <ul style="list-style-type: none"> - e-participation in the public life of your district; - e-health; - e-participation in the public life; - transport services, etc. 	There are no services for the elderly.	<p>It is proposed to introduce these services in my.gov.uz. Develop a regulation, a convenient interface, integrate with responsible ministries and agencies. If possible, fully automate the process.</p> <p>Experience of Japan: In Japan, the greatest attention is paid to the development of «e-government for the elderly», i. e. the implementation and adaptation of various platforms and services to the needs of the older generation (for example, e-participation in public life and e-health). The following services are also available in the country: lifelong education; employment of the elderly; care for sick and disabled persons; pension system; environmental protection system; participation in public life; e-government of the country, regions, and e-cities; new transport ideology, etc. The program should be accessible and user friendly.</p>
11	<p>New sphere: Services for people with disabilities</p> <p>Services:</p> <ul style="list-style-type: none"> - introduction of sign language translation for persons with hearing impairments; - introduction of the Braille script (including script decryption programs); - trainings for operators on servicing persons with disabilities; - development of a special tab for people with special needs on the public services portal, etc. 	There are no services for people with disabilities	<p>It is proposed to introduce these services in my.gov.uz. Develop a regulation, a convenient interface, integrate with responsible ministries and agencies. If possible, fully automate the process.</p> <p>It is necessary to develop a separate Action Plan to adapt services for people with disabilities, namely:</p> <ul style="list-style-type: none"> - introduce new services for people with disabilities; - introduce sign language translation for persons with hearing impairments; - introduce the Braille script (including script decryption programs); - develop and conduct trainings for operators on servicing persons with disabilities; - create a special tab for people with special needs on the public services portal, etc. <p><u>Experience of Japan:</u> In Japan, there are three categories of services for people with special needs (disabilities):</p> <ul style="list-style-type: none"> - medical/nursing home care; - trainings and work for persons with disabilities; - public life, support services. <p>(Read more here: http://www.ipss.go.jp/s-info/e/ssj2014/008.html)</p>

№	Service	Current status	Implementation arrangement and justification
12	<p>Sphere: Improvement of my.gov.uz</p> <p>Introducing the possibility to change the website interface to meet the needs of the user</p>	<p>It is impossible to change the website interface to meet the needs of a particular user</p>	<p>It is proposed to introduce the possibility to change the settings of the user's personal webpage interface to meet his/her specific needs, providing for interactive functions such as automatic detection of geolocation, auto-filling of fields, and information about the public services that may be needed by a particular user, based on his/her needs, lifestyle, prevailing conditions (lockdown), etc.</p> <p><u>Experience of South Korea:</u> Today, every citizen of South Korea can set up a South Korean e-government to meet his/her needs, as well as access it through mobile applications.</p>
13	<p>Sphere: Improvement of my.gov.uz</p> <p>Introducing the possibility to get feedback (forum-type)</p>	<p>It is not properly provided, the interface is «user-unfriendly», the answers are not structured.</p> <p>The «Questions and Proposals» tab is not easy to read.</p> <p>The questions and answers are mixed in Uzbek and Russian languages.</p>	<p>It is proposed to develop and introduce a more user-friendly format for getting feedback from users on the Single Portal for Interactive Public Services.</p> <p>It is also necessary to improve the work of the call center, including by providing for delivering services to people with disabilities (e.g. consultations for deaf people using video cameras and sign language).</p> <p><u>Experience of South Korea:</u> Interaction with residents on administrative issues takes place on the single portal «Epeople.» More than 300 government agencies are connected to it. They provide services only electronically.</p> <p>In South Korea, they believe that everyone should have the opportunity to ask a question or complain, and in his/her own convenient way. In this regard, the residents are assisted by the Civil Rights Commission's call center. It provides services by telephone, SMS, mobile apps and social media, including in 21 foreign languages. This structure brought together the disparate call centers of all central government agencies (317). There are 140 operators working here, who also provide consultations to deaf people using video cameras and sign language.</p> <p><u>Experience of Singapore:</u> Of particular interest is the feedback channel with applicants, which is supervised by the government REACH (Reaching Everyone for Active Citizenship Home) service. The messaging feature is available on each page of the website; one can also leave feedback by phone, email, social media, and SMS. On the basis of voting, a rating of clarity of presentation and quality of electronic services is formed, which is visible to all visitors of the portal. In turn, the REACH service analyzes requests and brings current issues to the government of Singapore</p>

№	Service	Current status	Implementation arrangement and justification
14	<p>Sphere: Improvement of my.gov.uz</p> <p>Services during lockdown period (COVID-19)</p>	N/A	<p>It is proposed to introduce a separate tab/page listing the most demanded services and information for the population during lockdown period:</p> <ul style="list-style-type: none"> • Protect yourself and others from coronavirus • Health and wellbeing • Work, financial support and money • Businesses and self-employed people • Education and childcare • Housing and accommodation • Driving and transport • International travel and immigration • Volunteering and offering help • Healthcare workers, carers and care settings • Coronavirus (COVID-19), cases in Uzbekistan etc. <p>This will significantly increase the traffic of the Single Portal for Interactive Public Services, its popularity among the population, and will demonstrate a proactive approach to the needs of the population and customer-oriented approach.</p> <p><u>Justification:</u> this type of information is available on virtually every main webpage of the state portals in foreign countries (examples: United Kingdom, South Korea, Japan, Russia, EU countries).</p>
15	<p>Sphere: Improvement of the public service delivery system</p> <p>Country legislation</p>	There is no special app.	<p>To date, citizens of Uzbekistan have actively used references to the current legislation in the exercise of their legal rights. In order to improve the legal literacy of the population, it is proposed to develop a separate section in the passport of each public service, through which users will be able to access existing laws and other legislative acts.</p> <p>Taking into account the active investment policy, it is necessary that key business laws are presented in English on my.gov.uz and lex.uz.</p> <p><u>Experience of Japan:</u> In Japan, key business laws are also presented in English (Read more here: http://www.japaneselawtranslation.go.jp/?re=02)</p>

№	Service	Current status	Implementation arrangement and justification
16	<p>Sphere: Improvement of my.gov.uz</p> <p>Service for sending messages about public services</p>	There is no special app.	<p>It is proposed to develop and introduce a more user-friendly format for receiving messages about public services.</p> <p><u>Experience of United Kingdom:</u> In United Kingdom, a service for sending messages about public services has been launched. A new project called GOV.UK Notify has become part of the British e-government. Citizens can receive notifications about the status of many public services. Among them - the passage of the state inspection of cars, the issuance of long-term powers of attorney, etc. This service allows to find out the status of a public service, the appointment and change of the time of visit, to conduct online correspondence, etc.</p>
17	<p>Sphere: Improvement of the public service delivery system</p> <p>Service: Mobile help (mobile rescue)</p>	N/A.	<p>Create a mobile app that, via GPS, finds the nearest participants (people, services) who can provide medical care, and sends them the location of the citizen in need.</p> <p><u>Experience of Sweden:</u> Such a mobile app exists and efficiently works.</p>
18	<p>Sphere: Improvement of the public service delivery system</p> <p>Integrating a citizen's cards into one card</p>	<p>In Uzbekistan, a person must visit the relevant ministry or organization for each card. For example, a separate card in the bank, a separate card in the clinic, separately - a passport, separately - for id.gov.uz, etc.</p> <p>The Resolution of the Cabinet of Ministers No.129 dated 06.03.2020 provides for replacement of biometric passports with ID cards by 31.12.2030.</p>	<p>It is proposed to integrate all cards of the citizen into one card – a universal ID card.</p> <p>Create a system to integrate all cards of the citizen into one universal card.</p> <p><u>Experience of Denmark:</u> In Denmark, eID combines the functions of a bank card, health insurance card or universal medical card recognized by doctors and pharmacies abroad throughout the EU, library card, student ID card, tax office identification number for tax returns, parking e-permit, and other payment functions.</p> <p>The Danish experience is a case where all technological obstacles are removed by a simple paper card, and the financing of its use rests solely with the state.</p>

№	Service	Current status	Implementation arrangement and justification
19	<p>Sphere:</p> <p>Improvement of the public service delivery system</p> <p>A single call center that unites all channels for receiving services by phone</p> <p>Receiving a public service by phone</p>	<p>There are several options to receive a public service:</p> <ol style="list-style-type: none"> 1. visit a Public Services Center; 2. through my.gov.uz portal; 3. through a call center that only answers questions in a limited time; 4. through the telegram bot @davxizmataloqa_bot 	<p>It is proposed to integrate the existing call center, make it multi-channel tool, and most importantly – allow receiving public services by phone, too.</p> <p>Experience of USA: Call center 311 is not just a phone number, but a multi-channel tool that offers a wide range of features: from self-service to interactive voice response over the phone (IVR). With the help of the call center, it's possible to interact via email, online chat and social media, join the queue of the nearest public services center, and get a response, regardless of where and how the service request was made. The call center is equipped with customer service counters.</p> <p>Experience of Australia: Citizens, in addition to the online portal and visiting a Public Services Center, can receive public services by phone. This is a highly-demanded option for people with disabilities and for those who have interruptions in access to the Internet.</p>
20	<p>Sphere:</p> <p>Improvement of the public service delivery system</p> <p>Providing public services in a proactive mode</p>	<p>To receive the public service, one have to apply to state bodies 6 times, collecting 6 packages of documents.</p>	<p>It is proposed to introduce «Providing public services in a proactive mode».</p> <p>The state (organizations providing public services) will not wait for people's appeals, but will itself offer them services.</p> <p><u>Experience of Kazakhstan:</u> Immediately after the birth of a child, services are initiated for registering the birth, assigning two types of benefits, registering the child's place of residence and queuing it for kindergarten. Transition from the «one window» principle to the «one application» principle. Another innovation is the expansion of the «composite» approach in public service delivery. In other words, several related services will be provided in the complex. To do this, the citizen must write only one application. For example, parents of children with disabilities currently receive 6 public services for their examination, training and rehabilitation. They have to apply to state bodies 6 times, collecting 6 packages of documents. Now it is enough for them to apply with one application, according to which all the 6 services will be provided at the same time.</p>

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			<p>This experience can be used by us in other services, too. For example, when registering an OOO, immediately make a binding with the tax and other entities, so as not to go to each institution separately.</p> <p>Also in Kazakhstan, the state bodies, as a matter of urgency, begin to transfer to the online mode the replacement of passports, identity cards; receiving benefits, payments, civil registry office's services, for which Kazakhstanians often apply to population service centers. The mobile application will display a driver's license, a technical passport, civil registration certificates, which citizens will be able to demonstrate through a smartphone.</p> <p>In addition, in Kazakhstan, when streets and localities are renamed, addresses in the database now will change automatically. The principle of extraterritoriality is also being promoted: in this case, citizens will be able to receive civil registration public services from any region of the country.</p>
21	<p>Sphere:</p> <p>Improvement of the public service delivery system</p> <p>Establishing a system of a rapid response to the appeals of public service users</p>	<p>It is not possible to receive prompt answers to questions about public services in 24/7 mode and from anywhere in the country.</p> <p>Older people receive little attention.</p> <p>Threat of «face to face» work during lockdown.</p>	<p>It is proposed to establish a system of a rapid response to the appeals of public service users.</p> <p>Experience of Azerbaijan:</p> <p>The State Agency for Public Services and Social Innovations under the President of the Republic of Azerbaijan has launched the ASAN bot system in order to provide citizens with information about public services in a more convenient way.</p> <p>ASAN bot is an artificial intelligence product.</p> <p>The Beta version of ASAN bot, launched as a pilot, will answer citizens' questions related to services provided in ASAN and ASAN Kommunal services centers, as well as in connection with a number of other projects.</p> <p>Through ASAN bot, citizens will be able to receive prompt answers to questions about public services at any time, in 24/7 mode and from anywhere in the country.</p> <p>The main difference of this system from a number of other commercial bots is that, based on artificial intelligence technology, it easily understands the text entered by citizens.</p> <p>If the bot finds it difficult to process the user's appeal, the user is offered a menu to choose from, allowing him/her to make the request in more detail.</p> <p>Initially, ASAN bot is planned to be launched in the Telegram application. In the future, the Beta version of the bot will be improved and its scope of application will be expanded. In the future, this system will be also used for the delivery of similar services by other government entities.</p> <p>You can access the app by following the link: https://t.me/aze_asan_bot</p>

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			<p>Lonely people over 65 years of age receive social and household services in their homes. They are provided with support and assistance in the area they need, without leaving their homes.</p> <p>To do this, citizens over 65 years of age who live alone must register by calling number 142 of the center of the Ministry of Labor and Social Protection of the Population. After that, they will be provided with the mentioned services.</p> <p>In order to eliminate the threat to the health of the employees of the State Agency and its subordinate institutions (Innovations Centre, E-government Development Center, ABAD), it is necessary to introduce the «work at home» system, taking into account the recommendations of the World Health Organization. Thus, under the supervision of the «Crisis Group» established at the State Agency, «Instructions on how to work at home» were prepared, and the employees were familiarized with them. Employees can continue the workflow as before by following the instructions. This model, which is also used by Google, Microsoft, Twitter, Apple and Amazon, was designed to protect against the coronavirus pandemic and has proven to be efficient in crisis situations.</p>