

Good Governance Program

Enhancing institutional and personnel capacity in Uzbekistan's government agencies for public administration reform based on good governance principles

Challenge

The reform agenda of the Government of Uzbekistan encompasses a wide range of objectives, including improved public service delivery, reduced corruption in the public sector and a modern and effective civil service.

Despite significant progress in recent years, the success of these efforts has been limited due to shortcomings in the capacity of government institutions, untapped civil society potential and a lack of coordination as well as the prevalence of corruption.

The Good Governance Program is implemented to strengthen the institutional and human resource capacity of the public administration to undertake reforms in accordance with the principles of good governance.

Objective

Uzbekistan's public administration is empowered to carry out reforms in line with the principles of good governance.

Approach

To build the capacity of the government and civil society, improve coordination between key stakeholders and ensure transparency, inclusiveness and gender equality in line with European standards, the Program is focused on the following key activities:

Establishment of Consultation Mechanisms: Improved reform recommendations through consultation mechanisms with reform actors and experts to create Communities of Practice.

Modernisation of Public Administration: Enhancing governance through interdisciplinary continuous training for public administration managers in collaboration with leading institutions.

Local Implementation of Reforms: Promoting public service delivery in pilot regions through capacity building, state-citizen dialogue and change projects led by civil society organisations.

Anti-Corruption and Integrity Promotion: Improving national policy, legal and institutional frameworks, strengthening integrity capacities of the national government authorities and fostering civic monitoring in the fight against corruption.

Project name	Good Governance Program
Commissioned by	Federal Ministry for Economic Cooperation and Development (BMZ)
Project regions	Tashkent, Samarkand and Ferghana regions
Executing agency	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Political partner	Institute of Legislation and Legal Policy under the President of the Republic of Uzbekistan
Duration	2022 – 2027

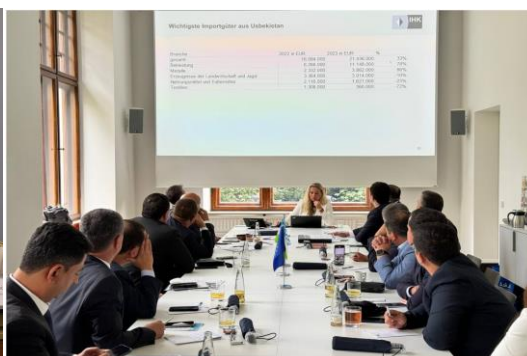
Activities and Results to Date

Public sector reform

To promote public sector reform, the Program supports the OECD Public Governance Review (PGR). The result will be the first 360° analysis of government performance in Uzbekistan. The PGR will also provide the Uzbek government with an objective picture of the overall state structure and identify areas where improvements are needed to strengthen the country's potential for sustainable growth. It is expected to be published in October 2024.

The PGR includes high level public events, regular thematic offline and online meetings of OECD experts with all key ministries and agencies as well as peer exchange with European counterparts. One example is a two-day workshop on Regulatory Impact Assessment (RIA) in June 2024, which convened over 50 specialists from all key stakeholders.

Another key element in public sector reform is the development of a new strategic planning system for Uzbekistan. The Program has provided European expertise for an analysis of the current system, which identified steps to establish a unified approach including quality criteria and monitoring tools aligned with European standards. Based on this analysis, a methodology for strategic planning and a draft decree was elaborated and presented in Tashkent in June 2024. Closely related to the area of strategic planning, the project has also provided initial expertise for the development of a new system of public investment management.



Left to right:

Presentation of the Draft Decree "On Initial Measures for the Implementation of the Strategic Planning System", June 2024

Study visit of Uzbek khokims on strengthening administrative capacities and fostering international cooperation to Bavaria, Germany, July 2024



Left to right:

Study visit of the Ministry of Justice to South Korea on data protection, anti-corruption measures, and legal cooperation, May 2024

The Official Launch Ceremony of 'Improving Governance in Uzbekistan' initiative, April 2024

Civil service capacity building

In cooperation with the Central Financial and Contracting Agency of Latvia (CFCA), the Program supports institutions to effectively plan and implement reforms in public administration. The support is focused on building the capacity of key public institutions in strategic planning and coordination of the reforms, improving strategic HR management, enhancing e-governance potential and establishing of a pool of highly qualified potential women leaders.

Following a workshop to facilitate the elaboration of the Civil Service Strategy 2030 in May 2023 and an international conference on fostering talent in public service in December 2023, the Program is now supporting the elaboration of curricula for civil servants and the improvement of the methodological and strategic framework of the public HR system.

The Program also supports the School for Women Leaders, an initiative dedicated to the promotion of women in civil service, for instance by facilitating a training on women leadership at the National Institute of Public Administration in France for 10 selected participants in November 2023. In March 2024, the Program supported the establishment of the Women Leaders Center at the Academy of Public Administration by providing equipment.

In July 2024, the Program organised a delegation visit of Uzbekistan's district administrators to Bavaria, Germany, in cooperation with the Hanns Seidel Foundation. The delegation explored district governance structures, economic development strategies, methods for improving local self-administration, as well as professional training mechanisms for civil servants.

Improved public service delivery

In collaboration with the Ministry of Justice, the Program supports the improvement of public service delivery in the pilot regions Samarkand and Fergana. The activities in this area were kick-started with a round table on cross-sector dialogue in cooperation with 'Yukalish' NGO in November 2023 and an international conference on citizen-centered public services jointly with UNDP, which served as dialogue platforms to exchange best practices and formulate proposals for improving the quality and accessibility of public services, especially for vulnerable groups.

Based on a capacity building needs assessment among employees of regional public service centres, pilot trainings on soft skills such as customer orientation were held in both pilot regions in February

and March 2024. The most active participants were then selected to complete a one-week training of trainers on soft skills in April to subsequently train their colleagues as multipliers.

In February and March 2024, a survey on the satisfaction of public service center clients was conducted in both pilot regions with over 600 participants with particular attention to the needs of women, people with disabilities and young people. The results of the survey were presented in June 2024 in the framework of state-citizen dialogues, where proposals were made for further improvement. Based on these proposals, the Program will organise an idea competition for change projects among civil society actors.

In June 2024, the Program also organised a study visit for a delegation of the Ministry of Justice to Korea, which focused on personal data protection and security in digital public services and resulted in cooperation agreements with key Korean counterparts.

Corruption prevention

In the framework of the project component "Improving Governance in Uzbekistan – Inclusive Corruption Prevention" co-funded by the EU, the Program supports the anti-corruption efforts of the Uzbek government. The project is implemented under the leadership of GIZ by an EU Consortium including CFCA and Regional Dialogue, in close cooperation with UNDP.

The project already supports a national corruption perception survey based on TI methodology as well as a corruption risk assessment of the General Prosecutor's Office. It also facilitates human an institutional capacity building, for instance by supporting trainings for compliance officers or providing equipment to the call center of the Anti-Corruption Agency.

To improve compliance with international standards, the project also promotes the participation of representatives of Uzbekistan in international anti-corruption networks and mechanisms such as the OECD ACN and UNCAC, organisation of international conferences in Tashkent, such as the annual Anti-Corruption Forum. It also supports the exchange with countries with a proven track record of combatting corruption, for instance by supporting a high-level study visit to Singapore in July 2023.

Going forward, the project will also cover national and sectoral corruption assessments, the elaboration of anti-corruption strategies and roadmaps, the introduction of IT tools designed to prevent corruption, capacity building for government agencies, civil society organisations and journalists.

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GIZ is responsible for the content of this publication.

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