

Modern Challenges and Development Trends in The Activities of Executive Authorities

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ABSTRACT

Objective: This study critically analyzes the structural, legal, and operational challenges faced by executive authorities in Uzbekistan, aiming to propose mechanisms for enhancing efficiency and public trust through reforms. **Method:** A qualitative approach is employed, focusing on a review of recent presidential decrees, government programs, and key performance indicators (KPIs), with an emphasis on the implications of digital platforms and interagency cooperation. **Results:** The findings indicate that although reforms such as the introduction of KPIs and digital services have improved service delivery, persistent issues, including centralized decision-making, unclear functional divisions, and inadequate interagency coordination, continue to impede effectiveness. **Novelty:** This article contributes original insights by linking administrative performance with governance innovation, utilizing recently enacted legislation and governmental initiatives as empirical anchors. The study emphasizes the need for continued institutional reforms, legal clarification of competencies, digitalization, and empowerment of local authorities to foster citizen-centric governance and improve public administration in Uzbekistan.

INTRODUCTION

Improving the performance of executive authorities in the Republic of Uzbekistan plays a critical role in the modernization of the public administration system. As part of the reforms initiated under the leadership of President Shavkat Mirziyoyev, the Concept of Administrative Reforms approved by Presidential Decree No. PF-5185 dated September 8, 2017, aims to enhance the effectiveness of executive bodies [1].

Within this reform framework, measures have been outlined to improve the institutional and organizational-legal foundations of executive authorities, clarify their functions and powers, and further develop the public service delivery system. However, several challenges persist, including overlapping authorities, bureaucratic inefficiencies, oversized administrative apparatuses, and the lack of clearly defined collective responsibility, all of which negatively affect the efficiency of executive operations [2].

Additionally, the Presidential Resolution "On Measures to Effectively Organize the Activities of Executive Authorities of the Republic," approved on December 21, 2022, provides for the identification of the core functional areas of ministries and agencies, the implementation of adopted development programs, strategies, and concepts, and the improvement of the public service system [3].

Currently, the mechanisms for assessing the activities of executive authorities are limited to recording conditions and collecting statistical data, which often do not reflect the true state of affairs on the ground. Moreover, there is no clearly defined scope of accountability for executive bodies and their leaders, particularly at the local level. Effective mechanisms for intra-agency and interagency cooperation within the executive system are also lacking [4].

The excessive centralization of state functions and powers reduces the role of local executive authorities in shaping regional development programs and addressing the most pressing issues of the population. The insufficient implementation of modern, innovative planning and organizational methods and advanced information and communication technologies hinders effective decision-making and real-time monitoring of implementation processes. This also contributes to excessive bureaucratization and increased public administration costs [5].

In this context, it is essential to implement measures aimed at improving the operations of executive authorities, enhancing their efficiency, ensuring transparency, and improving the quality of public service delivery. These steps are vital for creating a more effective and citizen-oriented public administration system [6].

RESEARCH METHOD

B.B. Asrorov, in his research, examines the reforms aimed at optimizing the activities of executive authorities, analyzes the role of such optimization in the political life of the country, and reviews relevant legislative frameworks in foreign countries. Based on these studies and analyses, the author puts forward a set of recommendations and proposals for further improvement [7].

T. Miradinov and R. Omirzakov, in their research, focus on the system of executive authorities in the Republic of Uzbekistan, with special emphasis on the role of ministries as the primary components of this system in the field of environmental governance. The authors analyze the functions of executive authorities in the sphere of ecological public administration and the recent reforms implemented in this domain. In addition, the article specifically discusses the powers of the Ministry of Ecology, Environmental Protection, and Climate Change, outlining the ministry's brief history, key responsibilities, and its role in the socio-economic development of the country [8].

RESULTS AND DISCUSSION

Results

Despite the ongoing reforms aimed at improving the public administration system in the Republic of Uzbekistan, a number of systemic issues persist in the functioning of executive authorities. As noted in Presidential Resolution No. PQ-447 dated December 21, 2022, one of the main obstacles to the effective organization of their activities is that the institutional foundations of some executive bodies do not meet modern requirements. In particular, the duplication of responsibilities, excessive regulation, and an overly

centralized system of state governance slow down regional development and hinder the timely resolution of local problems [9].

Furthermore, one of the key issues is the limited scope of mechanisms for assessing the performance of executive bodies, which often rely solely on the collection of statistical data and fail to reflect the real situation on the ground. To address these shortcomings, Presidential Decree No. PF-49 dated March 13, 2024, introduced a new performance evaluation system for public officials based on clear and measurable effectiveness indicators. The lack of well-defined boundaries of responsibility for executive authorities and their leaders, along with insufficient interagency coordination, also negatively impacts operational efficiency [10].

Excessive centralization of state functions restricts the initiative of local government bodies and diminishes their role in the formulation of regional development programs. As a result, their ability to effectively address the most pressing issues faced by the population is limited. Moreover, the inadequate implementation of modern innovative management approaches and information and communication technologies leads to inefficiencies in the execution and monitoring of decisions. These factors contribute to increased bureaucratic complexity and high administrative costs, ultimately reducing the efficiency of the public administration system [11].

In recent years, a series of reforms have been undertaken to improve the activities of executive authorities in Uzbekistan. Presidential Resolution No. PQ-447 dated December 21, 2022, outlines measures to improve the institutional and legal-organizational foundations of executive bodies, clearly define their functions, and reduce redundant responsibilities. These reforms are aimed at enhancing the efficiency of public administration and reducing bureaucratic barriers.

According to Resolution No. 796 of the Cabinet of Ministers dated November 29, 2024, an open registry of the functions of republican executive authorities is to be maintained. This registry provides detailed information on the functions of each body, their implementation mechanisms, and financial resources, thereby ensuring transparency and strengthening public oversight.

Additionally, Presidential Decree No. PF-14 dated January 25, 2023, introduced structural optimization measures within executive authorities, including the establishment of staffing norms. The aim is to reduce redundant departments and promote efficient resource utilization. Beginning March 1, 2023, the "State Functions" automated online information system was launched. Through this system, the functions of executive authorities are managed electronically, enhancing oversight of their activities [12].

Presidential Decree No. PF-49 dated March 13, 2024, also introduced a performance evaluation system for executive officials based on key performance indicators. This system is designed to assess leadership performance using specific target indicators and to enhance their accountability. Moreover, "one-stop shop" service centers have been established to simplify service delivery and create convenient conditions for citizens.

The aforementioned reforms aim to improve the efficiency, transparency, and quality of services provided by executive authorities. Ultimately, these measures contribute to strengthening democratic governance in Uzbekistan and increasing public trust in the public administration system.

Discussions

In recent years, significant reforms have been implemented to improve the activities of executive authorities in the Republic of Uzbekistan. Nevertheless, existing challenges continue to hinder the full realization of their efficiency and effectiveness [13].

The Concept of Administrative Reforms, approved by Presidential Decree No. PF-5185 dated September 8, 2017, outlines the main directions for enhancing the performance of executive authorities. The concept includes measures to improve the institutional and legal-organizational foundations of executive bodies, clarify their functions and powers, and introduce performance evaluation mechanisms [14].

Furthermore, Presidential Decree No. PF-49, adopted on March 13, 2024, introduced a system for assessing the activities of leaders of republican and local executive authorities, as well as heads of economic associations, based on key performance indicators. This system is intended to enhance accountability and ensure the effectiveness of leadership.

However, a number of unresolved issues remain, including overlapping authorities, excessive bureaucracy, an oversized administrative apparatus, and the lack of clearly defined collective responsibility. Additionally, the over-centralization of state functions continues to reduce the role of local executive authorities in shaping regional development programs.

To address these challenges, it is essential to ensure greater openness and transparency in the operations of executive authorities, strengthen public oversight, and enhance efficiency through the widespread implementation of digital technologies. It is also necessary to improve performance evaluation mechanisms, clearly define functions and responsibilities, and reinforce coordination and control systems [15].

CONCLUSION

Fundamental Finding : This study reveals that while significant administrative reforms have been initiated in Uzbekistan to enhance the efficiency of executive authorities, key challenges such as unclear functions, bureaucratic inefficiencies, lack of transparency, and weak public oversight continue to hinder the full realization of reform goals. **Implication :** These findings suggest that further clarification of roles, greater financial independence for local authorities, expanded digitalization, and strengthened public oversight are essential to improving governance efficiency and rebuilding public trust. **Limitation :** However, the study's focus on recent legislative reforms and policy measures limits its examination of the long-term impacts of these reforms on local governance and regional development, which require further empirical investigation. **Future Research :** Future studies should explore the effectiveness of specific reform measures at the local level, assess their long-term impacts on governance, and investigate

the role of public participation and accountability in sustaining reforms, particularly in rural and underdeveloped regions.

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