

- Ёш тадқиқотчи минбари ■  
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## Good governance concept in shaping Uzbekistan's Strategy of Action

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Good governance is process of making decision, examining, implementing and monitoring of state affairs. This broad notion and concept rather than government. The concept emerged and come to fore in late 1980s when programs of World Bank failed in African countries as result of crisis in governance system. High level of corruption, nepotism, no participation in decision-making and no trust and confidence in capacity and legitimacy of government led to instability and poverty in developing countries.

Good governance as scientific term firstly used by Barber Conable in World Bank Report "Sub-Saharan Africa: from Crisis to Sustainable Growth" in 1989. It provided definition of governance as "the exercise of political power to manage a nation's affairs; regarding good governance referred to it as a "public service that is efficient, a judicial system that is reliable and an administration that is accountable to its public." [1].

United Nations Development Program further developed concept; "governance is the exercise of political, economic and administrative authority in the management of a country's affairs at all levels. Governance comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their political rights, meet their obligations and mediate their differences." [2]. The Organization of Economic Cooperation and Development (OECD) defines governance as "the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development" [3].

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Despite the fact that international organization approach good governance in various ways, all of them refer to four key components of good governance: accountability, transparency, predictability, participation and subsequently six key elements of assessment of Good Governance index including Voice and Accountability, Political Stability and Absence of Violence/Terrorism, Government Effectiveness, Regulatory Quality, Rule of Law and Control of Corruption. The quality of these elements evaluated by World Bank Institute's worldwide governance indicators (WGI), United Nation University's World Governance Assessment (ODI), and UNDP Global Program on Democratic Governance Assessment, Asian Development Bank, Organization for Economic Cooperation and Development, African Development Bank etc. Although each organization use own mechanism to assess aspects of governance, WGI method of unobserved components model is well known among academic and expert circles. This technical and economic tool assists to find real and appropriate date between certain and uncertain relation between governance official date and observed indicators (polls of experts, survey of citizens, entrepreneurs).

Good governance is key pillar of development policy, poverty eradication, above all, is main mechanism to achieve Millennium Development Goals as it makes friendly environment for the fulfillment of the MDGs. Core yardsticks of good governance issues such as decentralization, participatory governance, and liberalization of economy characterize it as concept of political economics. From this perspective, good governance might be comprehended different meaning in various societies: for one it could be solution to poverty, for another timely and properly implementation of state affairs, for others good governance is a basic human need from physical safety and political stability such as access to water and education. In terms of this issue, for post-Soviet states such as Central Asia the notion served as state building and resetting trust between people and government. As many people disappointed from the idea of communism. Even to these days people tend to keep their assets in foreign currency and rarely put in bank or organization.

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Uzbekistan. From this perspective, Strategy of action is logical continuation of those reforms. Five priority areas of Uzbekistan's Development strategy for 2017-2021 based on main components of Good Governance concept such as participation, accountability, transparency and predictability.

Firstly, participation is main interests of citizens because every decision or governmental judicial act can affect to ordinary people's life. In Uzbekistan assumed measures directed improvement of public management system. For instance, introduction of effective mechanisms for dialogue with ordinary people via «window-dressing», involving ordinary people in decision-making process, rethinking their objections and recommendations were a substantial step to good governance. Uzbekistan ranked 47 place in the e-government ranking survey in 2016 due to aforementioned measures. In the report provides information about Uzbekistan: Open Government Data can support access to justice for all and building effective, accountable and inclusive institutions at all levels in many ways. For instance, the Uzbek Open Government Data Portal launched in 2015 offers more than 500 datasets to the public and promotes government agencies' cooperation through 25 visible hyperlinks that connect to the websites of other government bodies. Initiatives on opening up and sharing data about campaign finance are also important to promote a more transparent and accountable government.

#### Top 50 performers in e-participation in 2016

| Rank | Country    | Rank | Country             |
|------|------------|------|---------------------|
| 17   | Israel     | 43   | Luxemburg           |
| 17   | Morocco    | 43   | Vietnam             |
| 17   | Lithuania  | 43   | Bulgaria            |
| 17   | Montenegro | 47   | Malaysia            |
| 17   | Serbia     | 47   | Uzbekistan          |
| 22   | Estonia    | 47   | Azerbaijan          |
| 22   | China      | 50   | Portugal            |
| 22   | Denmark    | 50   | Sri Lanka           |
| 25   | Malta      | 50   | Republic of Moldova |
| 25   | Croatia    | 50   | Mauritius           |
| 27   | Colombia   | 50   | Iceland             |

Report gave the information about Uzbekistan the followings:

Uzbekistan: Improving communal and housing services online. This Uzbek Government website addresses issues related to the insufficient number of people paying for communal and housing services. While the reasons may vary for such underpayments, one of the key reasons is the lack of information about how much to pay and for what services. This site provides full information on these issues and includes, for example, a handy tariff calculator to check how much to pay and whether the bills are correct. There is an important feedback mechanism – a discussion forum where people can report problems they encounter in daily life. Government officials are charged with responding to queries and later informing the person who wrote about the solution. As of 10 December 2015, Uzbek people had sent 4,641 messages, of which 67% were reported as being fully addressed [4].

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In 2018, Uzbekistan has already taken measures in the field of governance including the adoption of Civil Service Law, the establishment of Public Service Centers in regions of Uzbekistan, innovative projects SMART Government, which provides opportunities of the new system of collective electronic appeal through the online resource 'Mening Fikrim'. The portal receives the appeals that fall within the competence of the chambers of the Oliy Majlis and local councils of people's representatives.

Secondly, in terms of transparency ensured transparency and openness of government bodies, introduction of modern forms of informing in relation to the rights, freedoms and lawful interests of individuals and legal entities. They have an access to official documents and legal acts.

Thirdly, accountability is considered one of the main elements of development strategies. In this sphere, Uzbekistan took measures dedicated to development of modern forms of public control, increasing the efficiency of social partnership; supporting civil society institutions, enhancing their social and political activism; strengthening the significance and effectiveness of mahalla's (neighbourhood) activities in public management; reinforcing role of non-governmental organizations give them to monitor process of executing and implementing of measures in strategy of action. For instance, Development Center was established as a mechanism

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for timely and effective implementation of the Action Strategy.

Finally, predictability is crucial for ensuring the safety of ethnic harmony and religious tolerance, as well as the implementation of balanced, mutually beneficial and constructive foreign policy» provides for the implementation of measures to protect the constitutional order, sovereignty and territorial integrity of the republic, improving the system of information, the legal framework in the field of cyber security, organization and development

of the public warning system for emergencies, mitigation of the Aral Sea disaster, as well as the development concept of priority policy areas in the field of international relations and public policy concept in the religious sphere.

Uzbekistan has already took measures; there are many things to be done in the field of good governance. In this context, it is critical important to build a shared vision of strategy in order to achieve desired goals. As without clear understanding of main goals of nation, civil servants might undermine discipline or lose believe in intellectual and metal capabilities. They might think why we need to change if everything works well and as a result government bodies might involve in red tape. Another prominent factor of execution of policies is that developing scenarios for future. It widely believed that scenarios are predictions or planning of the future. In fact, scenarios are possible implications through analyzing impact of today's decisions. In this process, government should accept the reality and take into account weaknesses in order to turns them into strengths. Therefore, civil servants should be realistic and simultaneously they should acquire rationalism, pragmatism and result oriented willingness. More importantly, population should be engaged and involved in decision-making and implementation process. Public awareness is key driver to engage people in development of country. Government should consultate with educated and demanding population through various ways before the policy approved and implemented. It might be gather feedbacks, interviews with opinion-makers, senior researchers, open discussion at the web sites, posting e-portals, social networks.

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