

The History Of The “Sector” System In The Field Of Public Administration In Uzbekistan

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Abstract: This article analyzes the formation, goals, and objectives of the sector management system implemented in Uzbekistan since 2017, as well as its role in socio-economic development. The study examines the practical results of the system, achievements and shortcomings in management from a historical point of view.

Keywords: Sectoral system, public administration reform, integrated territorial development, Uzbekistan governance, regional management, socio-economic development, mahalla system, poverty reduction, public service efficiency, local governance system.

Introduction: Since 2017, the system of sectoral activity, introduced in the process of improving the public administration system in Uzbekistan, has been recognized as a unique and unique experience in world management practice. Because such a form of territorial administration is practically not encountered in the practice of other states.

METHOD

In accordance with the Resolution of the President of the Republic of Uzbekistan dated August 8, 2017 № RP-3182 [1], a system of sectors aimed at the integrated development of territories has been introduced. In accordance with this resolution, in order to ensure the socio-economic development of regions and districts (cities), their territories were conditionally divided into “sectors”. Hokims, prosecutors, heads of internal affairs and tax authorities have been assigned responsibility for the effective organization of the activities of each sector and the solution of problems on the ground. The main responsibilities of sector leaders were defined as identifying and addressing issues in the areas of housing and communal services, road management, energy, water and heat supply, transportation, architecture, construction of affordable housing, landscaping and greening of territories, as well as the development of model neighborhoods and homeowners’ associations through targeted measures. It should be noted that the most important institution

of local self-government and civil society in Uzbekistan is called “mahalla”.

They were also tasked with implementing effective measures to ensure the targeted delivery of social protection, price stability in consumer markets, and the efficient operation of social facilities, primarily healthcare, education, and other institutions. In addition, sector leaders were responsible for the accelerated economic development of regions — including the effective use of their natural, economic, and human potential; the rational use of unfinished construction projects, idle production facilities, and land plots; expanding the revenue base of local budgets and the region’s export potential; and developing modern market infrastructure, services, and tourism. They were to provide practical assistance to business entities and promote the creation of new jobs. Furthermore, they were required to ensure the purposeful use of land allocated for household and farming purposes; to promote the development of horticulture, livestock breeding, poultry farming, fishery, beekeeping, and other agricultural sectors; and to support farmers in organizing agricultural production. Finally, in cooperation with self-governing bodies and other civil society institutions, they were tasked with organizing effective measures to prevent offenses, especially among minors and youth, and to conduct early prevention work. Thus, a new form of cooperation and shared responsibility among public

administration bodies was introduced into practice to ensure the comprehensive development of the regions. A system has been established in the regions to respond to public appeals through local television channels with the participation of sector leaders. In addition, the practice of regular reporting by sector heads at meetings of local councils has been introduced. Within the framework of this system, sector leaders studied the socio-economic problems in the regions assigned to them, implemented comprehensive measures to eliminate them and improve the well-being of the population. The responsibility of each sector head for solving such problems in their territory has been determined. It was noted that in a certain sense, the heads of all sectors are equally responsible for the socio-economic development of the region. It should be especially noted that in recent years, there have been cases of indiscriminate dismissal of all sector heads for the lack of systematic organization of the work of sectors in certain regions and the inadequate performance of their official duties.

The expansion of the scope of tasks assigned to the sectors has begun to require improvement of their activities in the interests of the people. To this end, the position of assistant to the head of the sector has been introduced in the Republic of Karakalpakstan, regions, and the city of Tashkent to effectively organize the activities of the sectors and ensure the fulfillment of the assigned tasks [2]. The introduction of this position served to coordinate the activities of the sectors, strengthen control, and further increase responsibility.

By Resolution № 536 of the Cabinet of Ministers of the Republic of Uzbekistan dated August 23, 2021 [3], a system for assessing the effectiveness of sector activities and incentivizing exemplary and proactive sectors has been introduced, with the determination and encouragement of winners among district and city sectors in the nominations “most exemplary sector” at the republican level and “most proactive sector” at the level of the Republic of Karakalpakstan, regions, and the city of Tashkent.

The Resolution also stipulates that the Agency for the Development of Public Service under the President of the Republic of Uzbekistan and the Ministry for the Development of Information Technologies and Communications will develop an automated online information system called “sector.reyting.uz” for the purpose of calculating and evaluating the effectiveness of sectors, as well as analyzing the activities of sectors based on 13 indicators. When assessing the activities of the sectors, such aspects as the effectiveness of working with the “Temir daftar”, “Ayollar daftari” and

“Yoshlar daftari” the state of the “mahallabay” system, the level of economic development and access to social services, the development of entrepreneurship, the reduction of crime and the improvement of the socio-spiritual environment, and the effectiveness of working with appeals were taken into account. P.S. (The “Temir daftar” (Iron Notebook), “Ayollar daftari” (Women’s Notebook), and “Yoshlar daftari” (Youth Notebook) are social registries used in Uzbekistan to monitor and support vulnerable populations. The Temir daftar tracks families in difficult socio-economic conditions to provide targeted assistance and improve their well-being. The Ayollar daftari focuses on women in need of social protection, including those who are unemployed or require legal and psychological support. The Yoshlar daftari addresses the needs of young people, particularly those who are unemployed or facing social challenges, ensuring access to support programs and opportunities for development)

It should be noted that in some cases, when studying the activities of sectors, a number of shortcomings were identified in their workflow. In particular, it was noted that the sector secretaries did not sufficiently understand their official duties, the targeted work carried out was not systematically planned, and the activities carried out were not fully coordinated with the data of the “Temir daftar”. It was also revealed that sector leaders did not take a sufficiently in-depth approach to reducing unemployment, and specific lists were not formed to ensure the employment of young people and citizens returning from abroad. In the process of working with low-income families, the lack of personal knowledge of sector and mahalla officials, the incomplete organization of sector activities, and the inadequate creation of working conditions in some cases are also noted as important problems [4]. In this regard, the Agency's working groups began to work in the regions, providing practical assistance to the heads and secretaries of sectors of cities and districts in strengthening their modern knowledge and skills in the socio-economic development of the region and working with the population.

Within the framework of the activities of the sectors, systematic work was carried out to find a targeted solution to the problems of various social categories of the population. In this regard, the responsibility of sector leaders for maintaining the “Temir daftar”, “Ayollar daftari” and “Yoshlar daftari” as well as ensuring their effective operation, has been clearly defined. In this system, sector heads are personally responsible for lifting out of poverty and improving the well-being of citizens included in the “Temir daftar” on the problems of families in difficult social and living conditions, and in the “Ayollar daftari” and “Yoshlar

daftari” respectively on women and youth in need of social protection, those in difficult living conditions, unemployed and without a profession, who need legal and moral-psychological support. If necessary, based on the conclusion of the sector head, the practice of providing one-time financial assistance has also been introduced [5].

In February 2024, the president Shavkat Mirziyoyev emphasized that the receptions held by governors and sector leaders in the mahalla should also change and address the most pressing issues raised by the “mahalla’s seven” [6]. P.S. (This text refers to mahalla management personnel introduced in Uzbekistan from 2023: mahalla head, hokim assistant, youth leader, women's activist, prevention inspector, tax officer, social worker) That is, it was noted that from now on, the receptions of hokims and heads of sectors held in mahallas should not be held in the form of formal meetings or hearings of complaints, but should become a practical platform aimed at a concrete solution to problems.

In March 2025, President Shavkat Mirziyoyev noted that the system of sectoral activities for the integrated development of territories, established eight years ago, helped to solve the socio-economic problems that had accumulated over the years and mobilize all forces to improve the situation, while criticizing the fact that, despite the fact that the potential of the regions has increased several times in recent years, the prosecutor's office, internal affairs bodies, and tax authorities have recently slowed down the work in the sector, citing the sector as an excuse [7]. On the other hand, within the framework of the activities of the sectors, the simultaneous assignment of several types of responsibilities to hokims, prosecutors, heads of internal affairs and tax authorities had a negative impact on the effectiveness of their activities in the main areas of activity. In some cases, sector leaders, by a superficial approach to issues, failed to show sufficient results in analyzing the root causes of problems and their comprehensive elimination. For this reason, by the Resolution of the President of the Republic of Uzbekistan dated April 21, 2025, № DP-71 [8], the prosecutor, heads of internal affairs and tax authorities are relieved of their duties in the activities of sectors; from now on, the Deputy Prime Ministers and the Association of Mahallas of Uzbekistan and its territorial subdivisions are responsible for the work of sectors.

CONCLUSION

In conclusion, the sectoral system implemented in Uzbekistan has been formed as a unique management mechanism aimed at the integrated development of

regions and the targeted solution of socio-economic problems. During 2017-2025, sector leaders carried out activities aimed at identifying problems in the regions, ensuring social protection of the population, implementing targeted measures in the field of employment and infrastructure, and improving the well-being of the population. During the practical process, the effectiveness of the system was increased, and mechanisms for evaluating and stimulating the activities of sectors were introduced. At the same time, some shortcomings were identified in the work process. With recent reforms, the management of sector activities has been transferred to other state bodies.

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