

Civil Service Reform in Uzbekistan

Enhancing capacities to meet the challenges of social and economic change

CONTENTS:

Introduction

1. Understanding of the Civil Service

2. The Rationale for Civil Service Reform in Uzbekistan

3. Civil Service In Uzbekistan: Institutions, Procedures and Arrangements

- 3.1. Management Arrangements
- 3.2. Legal Status
- 3.3. Civil Service Types and Classification
- 3.4. Selection
- 3.5. Recruitment and Contracting
- 3.6. Remuneration and Rewarding
- 3.7. Training and Re-training
- 3.8. Performance Assessment
- 3.9. Career and Promotion

4. Challenges for Civil Service Reform

- 4.1. Main Goals and the Blueprint to Achieve Them
- 4.2. Links with broader Public Administration Reforms Agenda

The ongoing transformations of economy, society and state undoubtedly have their reflection on civil service. First of all, the governance system, structure of the government, and respective government agencies and institutions are undergoing the transformation process. Secondly, the functions of government agencies/institutions and thus of civil servants are being transformed as well. Thirdly, a number of changes are being introduced to the mechanisms and instruments of performing the civil service functions. Introduction of e-government elements (use of information technology for such functions of the government as tax collection, customs clearance, etc.) can serve here as a vivid example.

It is important to note, that throughout various stages of reform, the administrative system and, in particular, the civil service were able to ensure the achievement of key objectives pertaining to economic growth revival, acceleration of growth rates, and promoting social and political stability under conditions of relatively active government policy on stimulating structural changes in the economy and social transformation of the society.

However, on the one hand, the civil service reform is an ongoing improvement process called for by natural development dynamics of government, market and social institutions of the country. On the other hand, the civil service reform in Uzbekistan is stipulated by the fundamental challenges of transformation.

1. The country's transition period is at its final phase. Methods and approaches used by the Government during the years of transition may become outdated, the existing mechanisms and instruments of training, managing and stimulating human resources may become insufficient. This requires further improvement of public governance, effective measures on administrative reform, and, hence, shaping the civil service aligned to the new realities.

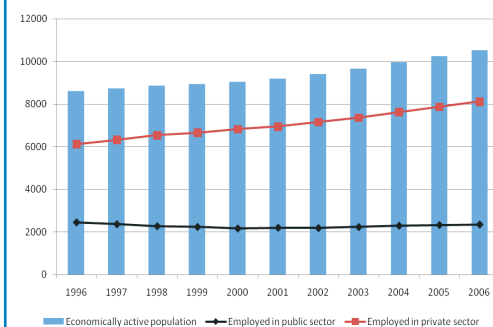
2. The new generation of civil servants is replacing the old one and there is a risk that there will be age, cultural and knowledge gaps between "older" and "younger" employees. Moreover, the young generation having formed the critical mass of civil servants within several years to come will be determining both professional and cultural patterns of civil service, and, furthermore, influence the entire society.

3. Economic growth assumes, inter alia, that the private sector will be providing better employment opportunities for professionals. The Government will thus have to consider whether the civil service, administrative system, the system of decision-making, delineation of powers and functions of government agencies and civil servants, and remuneration and incentives altogether provide enough prestige and benefits to attract human resources compliant to both professional and ethical requirements of the civil service.

Therefore, the issues of quality of human capacities may become a serious challenge in the nearest future. These challenges will require adequate improvement of the civil service as well as its increased efficiency and attractiveness.

The policy brief produced by the CER does not aim at formulating the strategy of civil service reform. Considering limited access to information, it rather offers a summary of international experience and practice of civil service reform.

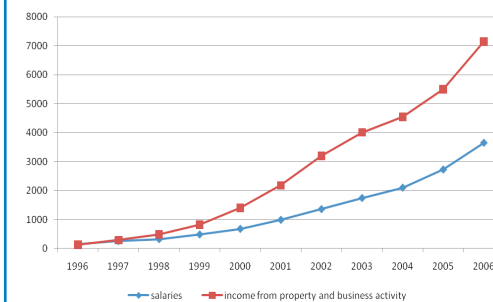
Employment in public and private sectors



Source: State Committee on Statistics

The number of employed in private sector is steadily growing (32.8% increase), whereas the number of employed in the public sector tends to remain the same.

Salaries vs. other income types



Source: State Committee on Statistics

The increasing gap between salaries and other income types clearly demonstrates the growing attractiveness of private business and broadening employment opportunities it offers.

The product contains recommendations on key components of managing the civil services, such as:

- Establishing a civil service law, which is to determine (i) the legal status of a civil servant, (ii) classification of civil service types, as well as other important aspects of regulating this sector;
- Implementation of competitive selection and recruitment system of civil servants;
- Merit-based system of remuneration and rewards for performance;
- Lifelong on-the-job training opportunities and transparent appointment, career and exit system for civil servants.

The full version of the research product can be viewed at:

<http://www.cer.uz/en>

You can leave your comments on the product here:

<http://blog.cer.uz>