UNDP Uzbekistan

UNDP Local Governance Support Project: participation and Parnership (LGSP)

Promoting e-Governance Strategy

INITIAL REPORT

Final Draft

Assessment of e-governance system of Uzbekistan based on the desk review results

Deliverable 1 – Initial Report on assessment of e-governance system in Uzbekistan based on results of desk review

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Preamble

1. The purpose of this report is to produce Deliverable 1 '*Initial Report on assessment of e-governance system in Uzbekistan based on results of desk review. This report should also include recommendations to the existing Master Plan on E-governance reform which will be provided to incumbent by LGSP team*'.

2. Recommendations are underlined. Other important statements (such as salient issues and questions) are marked bold and/or italic

3. The Report maps out the existing legal and regulatory environment in the Republic of Uzbekistan, analyses the existing documents concerning e-government development identifies gaps in view of the international good practice experience (European for this matter) and provides recommendations to improve the entire e-governance system in a strategic manner. Specific assessment and recommendations with regard to the Master Plan are included as well.

4. This Report is based entirely on desk research and therefore may not be necessarily accurate and complete in terms of the actual state of the art in e-government; many conclusions and interpretations are provisional and will need to be verified and validated via face-to-face interviews during a mission planned in early 2013. The author has used mostly the Russian-language sources provided by UNDP Uzbekistan and also those available on the Internet.

5. The most part of the Report was prepared in December 2012 before the latest drafts of the e-Governance Concept and the Implementation Action Plan have been finalised in January 2013 by the Government's Working Groups. Accordingly, key recommendations that follow in this Executive Summary were formulated before receiving these latest drafts. Chapter 3 provides a preliminary assessment of these documents, as well as gives the very initial recommendations that are not included in this Executive Summary. However, the additions do not change the principal conclusions and findings of the Report.

Executive summary

Key findings

6. The desk research has demonstrated that the Republic of Uzbekistan has made a very significant progress over the past ten years in developing its e-government system. That has been facilitated by passing at least 14 laws that in turn have created an enabling environment to produce tangible results in e-governance practice. That includes the creation of rich information resources and systems by many state bodies, the operationalization of the government portal as one entry point for e-services (as well as the establishment of one state Register of public services), digitizing and putting them online. However, many services are still a one-way information provision – which is very important in its own right – and are at initial stages of service sophistication and maturity.

7. The most recent laws and regulations adopted in the second half of 2012 represent a true breakthrough in reformatting the e-governance legal basis in order to significantly

accelerate the pace of e-government development in Uzbekistan. The author fully supports such a paradigm change to move away from a gradual evolutionary approach; this is justified by fast technological changes, accumulation of own experience, and the availability of the political will (shown by the new four laws passed in 2012) to make a leapfrog by implementing in 2013-2017 a new generation of e-government solutions in the Republic of Uzbekistan.

8. However, to make such a leap, the process of the formulation of the new e-Government Concept and a Programme for its implementation (all to be finalised by 1 April 2013) should consider for implementation, on the author's opinion (as informed by best European practices), the following three key recommendations.

Key recommendations

9. ***Recommendation 1***. Generally, there have been many laws and amendments made in the past years tin the field of e-governance in Uzbekistan. The intention has been to make a better progress. That has laid a solid ground for faster progress in future. The new laws passed in 2012 intend to streamline, tighten and prioritise ***service delivery*** as the main goal of e-government development. This is the right approach. In the author's view, the legal environment be should be streamlined and consolidated by formulating and adopting an overarching Interoperability Strategy to create an effective mechanism of information systems integration.

10. ***Recommendation 2.*** The formulation of main principles on which a National Interoperability Strategy and relevant frameworks (e.g. interoperability frameworks for security, web, software, etc. depending on the country's needs) would be based can be led by the existing Working Groups with further submission to the Working Group on critical analysis. That should ensure the integration of state information systems across the board. Interoperability as a both approach and practice will help establish a mechanism and policies of such integration, which is absolutely necessary at this stage. The Interoperability Strategy should also improve the legal ground of e-governance in Uzbekistan by optimizing disparate policy decisions (and related documents) through the lens of their technological and organisational compatibility.

11. ***Recommendation 3.*** Interoperability-based approach should help prioritise better the identification of the interactive services for delivery online. It is advised that the Working Groups prioritise and select those services that have a strong potential for further assessed in terms of e-government maturity and sophistication (using one of the described in this report models - four and five stages models of e-government maturity). User-centricity should be placed at the centre of service assessment. That will help the state bodies to faster and easier deploy more mature and sophisticated two-way interactive and transactional e-services, as it has been done, for example, in the field of tax administration.

e-Governance Master Plan

12. The project is important and valid. Its findings are supported by detailed analytics and information. The Korean experience is highly valuable and needs to be accommodated as much as possible taking into account the significant difference in the initial conditions between the two countries. When drafting this Report, there has been no need to elaborate on many issues, especially concerning the analysis of the status of ICT and e-government developments in the Republic of Uzbekistan, for these are very well addressed in the Master Plan with a high degree of detail and accuracy.

13. While the Master Plan has addressed many issues to be dealt with in e-Governance development, a clearer articulation of priorities would be a benefit. At some point, it feels too complex and multidirectional. A greater focus of key directions would make it even more valuable. Therefore, this Report has placed its focus on key priorities to complement the Master Plan.

14. Inasmuch as the Master Plan focuses on the advanced Korean experience, this Report opens up a European perspective with its focus on user-centricity and e-government interoperability as a means of addressing the former. It is difficult to make at this initial stage a more detailed assessment of the Master Plan without knowing its results, especially the outcome of the conducted interviews, surveys and workshops.

15. The upcoming mission would be an excellent opportunity to get more information about the project, especially about the progress made in the field of e-NID and sharing administrative information (pages 31 and 32 of the Master Plan Summary document), which are effectively part of the broader concept of e-government interoperability.

Part 1: Overview of the existing policies and the outcomes in the field of e-governance

Legal framework

16. It's been a decade since the Republic Uzbekistan has been active in e-governance, when on 30 May 2012 the President issued a Decree № УП-3080 directing further actions for the development of computerisation and the use of Information and Communications Technologies (http://lex.uz/Pages/GetAct.aspx?lact_id=152472). It was also an act of the institutionalization of ICTs manifested by the reorganization of the Uzbekistan Post Agency into the Agency for Communications and Infromatization as a main policy body, as well as the regulator and implementer of ICT initiatives and programmes. It was followed by the adoption at the end of 2003 of two key laws on Informatization (№ 560-II on 11 декабря 2003, http://lex.uz/Pages/GetAct.aspx?lact_id=82956) and Electronic Digital Signature (№ 562–II on 11 December 2003, http://lex.uz/Pages/GetAct.aspx?lact_id=64424). Further laws aimed at improving the overall legal and regulatory environment by addressing such issues as the work and functions of the Agency (Government's decree № 2154 of 7 May 2004, N), creating state information resources, including requirements for official web sites (Government's decree № 256 of 22 November 2005), telecommunications infrastructure development and the Programme of ICT use in state bodies (President's Decree № ПП-117 of 8 July 2005).

17. The year 2007 was a milestone and especially productive (three laws were passed) by focusing on the cornerstone issue of interaction of government bodies among themselves, as well as with citizens and enterprises through the provision of e-government services (Government's decree № 181 of 23 August 2007, http://lex.uz/Pages/GetAct.aspx?lact_id=1240502). That was a natural evolution of e-governance in Uzbekistan when the previously adopted policies had led to the creation of rich and disparate information resources in the state sector and the issue of effective interaction between them became paramount. A special regulation was adopted to

establish standards for interactive public services[1] provided by state bodies; a list of basic interactive services was established as well.

18. The list of state information resources was further specified too (Government's decree № 34 of 16 February 2007). It was logical that in the same year the Government issued a Decree № 259 (on 17 December 2007) to improve the presentation of information resources and the provision of interactive services on the Government Portal. The years that followed continued a rather evolutionary pace of e-governance development in the Republic of Uzbekistan by improving the information supply and its presentation on the Internet. For example, the Government's decree № 116 of 21 April 2009 determined 102 types of information to be provided over the Internet by state entities grouped into nine thematic domains. The Decree also specified the regularity of information update.

19. However, it was 2012 that has been most revolutionary for e-governance in Uzbekistan. Four laws passed in 2012 (over a quarter of all law bills passed since 2002) aim at *substantial acceleration* of e-governance development in the Republic of Uzbekistan. First, the President directed in its Decree № ПП-1730 of 21 March 2012 (http://lex.uz/Pages/GetAct.aspx?lact_id=1986811) as an additional measure to create a National Information System (NIS) – encompassing 32 state information systems – by deepening the integration of available information systems run by the state, as well as by other public bodies and citizens, based on the common technical policy. An implementation programme for 2012-2014 (containing 21 specific actions) under the aegis of the Coordination Committee for Computerization and ICT Development was approved by the President; the Committee is supported by the Expert Group which should meet regularly.

20. The Centre for the Development of Computer and Information Technologies UZINFOKOM of the State Communications and Information Technology Agency[2] was charged with coordination of the integration process of state information systems. It was also specifically mentioned that the design of information systems should include a mandatory provision of interactive e-services for citizens and businesses.

21. On 16 October 2012, the President's Decree УП-4475 reorganized the State Agency for Communications and Information Technology into a State Committee on Communications, Informatization and Telecommunication Technologies and thereby strengthened the institutional aspect of e-governance acceleration in Uzbekistan. The Government's follow up was (a) to update a list (register) of interactive services[3] and (b) to speed up the implementation of the National e-Government Programme during 2013-2017 and expand the availability of e-services.[4] Three Working Groups have been established to deepen the interaction between (i) state bodies, (ii) state bodies and citizens, and (iii) state bodies and entrepreneurs by elaborating the mechanism of inter-sectoral information interaction.

22. A critical analysis is being undertaken to review the functional and operational business processes in the work of state bodies so as to re-align them with better service provision using a One Stop Shop approach[5], including setting up a system of service standards. As a result, the first drafts of the Concept and Comprehensive Programme to implement the e-Government System should be elaborated and submitted by 1 February 2013 to

[1] In Russian: Интерактивные государственные услуги с использованием информационно-коммуникационных технологий

[2] In Russian: Центр развития и внедрения компьютерных и информационных технологий «Узинфоком» УзАСИ

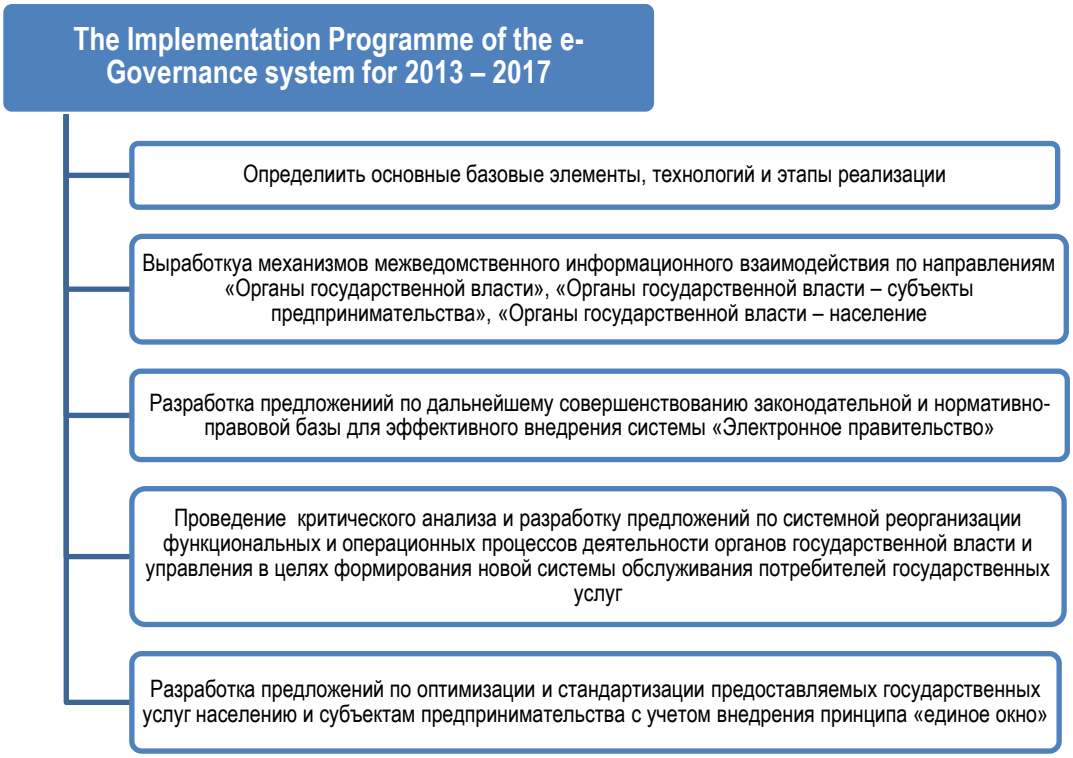
[3] Government's Decree № 313 of 1 November 2012

[4] Government's ruling № 817-ф of 8 December 2012

[5] In Russian: принцип «единое окно».

the Working Group on critical analysis. The planning components and sequence of actions aimed at the formation of a new e-Government system is schematically illustrated in Figure 1 below.

Figure 1 – Planning for implementation of a new e-Government programme of Uzbekistan

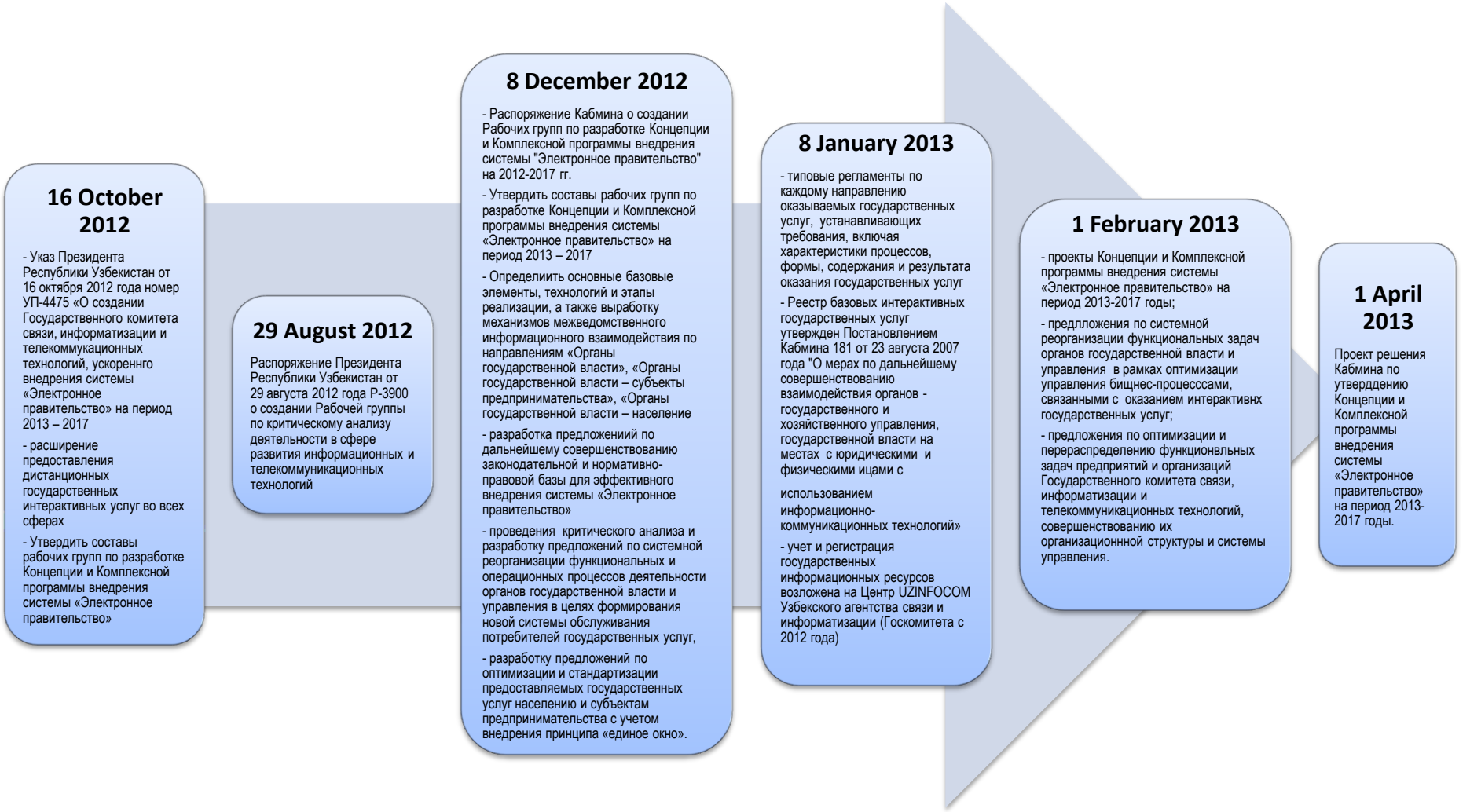


23. As Figure 2 demonstrates, there is a rational behind the steps and measures which were identified in the second half of 2012 and which feed into one another. The next important milestone at this planning and priority setting stage is April 2013, when the Government's draft Decree to implement the e-Governance system should be prepared.

24. It should be noted that not only central (national-level) state bodies (such as the newly established State Committee on Communications, Informatization and Telecommunication Technologies), but also local authorities will be involved in developing a new generation of e-governance policy making. This is an important step forward highlighting the penetration of new interactive digital technologies to the grassroots level of public administration.

25. Another positive aspect of recent policy decisions is a need to review and exploit other countries' good practices in e-governance (in the investigations undertaken by the Working Groups). It is important that measures are taken to avoid, on the one hand, mistakes and failures (which happens often in this field), and to benefit from proven successes, on the other. This Report introduces some important approaches that have been recognized as key e-government priorities in the European Union's 27 countries.

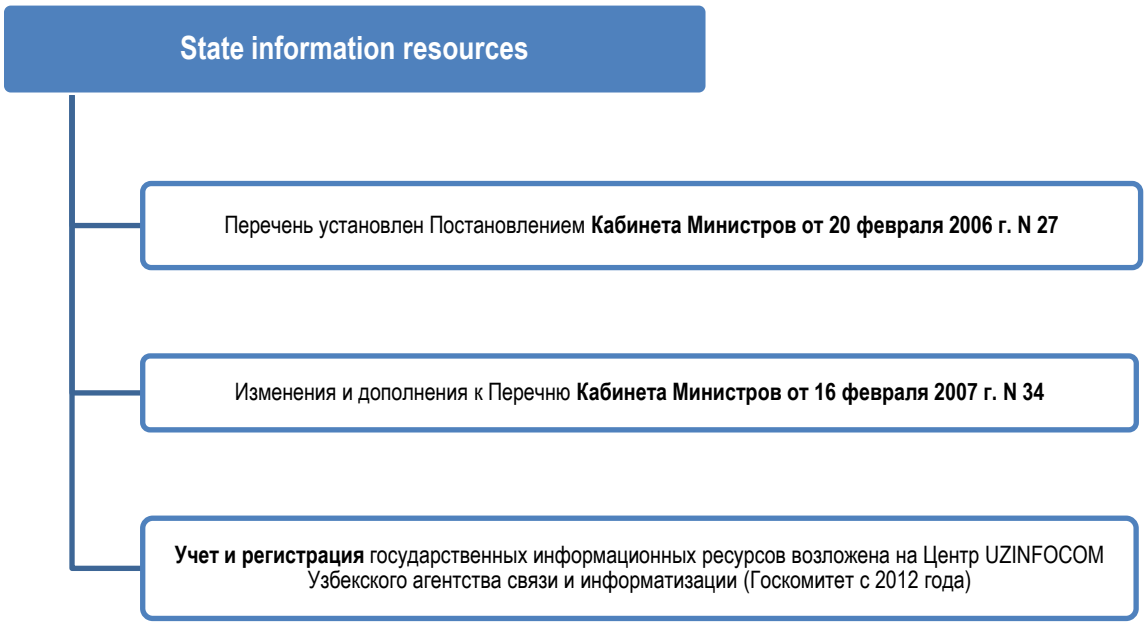
Figure 2 – Timeline of e-government acceleration milestones in 2012 in Uzbekistan



Policy outcomes – Information resources and services

26. The past decade of e-governance activities in the Republic of Uzbekistan has produced many tangible outcomes. As the legal framework has become more comprehensive, the adopted policies have resulted in at least three major outcomes. One was the creation of rich state information systems (SIS) and relevant resources have been accumulated in the form of databases/registers by many state bodies. The Government's decisions of 2006 and 2007 have laid the legal basis of the formation of state information systems (see Figure 3).

Figure 3 – Regulation of state information resources of Uzbekistan



27. As a result, a common state register of interactive services was created in 2007. It was further refined in 2012 by the introduction of common/typical standards (*Типовые регламенты*) that covered the requirements for service processing, formats, contents (see Figure 4). The objective was and is to have all public services provided online. In 2009, as many as 102 information types have been identified within nine thematic groups (Figure 5). Later developments have increased the number of state services.

28. The National Information System for 2012-2014[6] lists a total of 32 information systems, including 84 sub-systems (registers/data-bases), of which six to be created in 2012, 15 – in 2013, and 11 - in 2014. As the list below demonstrates, out of 32 information systems, 84% aim at meeting the information needs of various government entities and branches that have potential to create and provide government-to-government (G2G) services; only seven systems are of the hybrid type that can are designed to provide services to citizens and businesses. One can conclude that the present e-governance system is still driven largely by the public sector back-office technical priorities. The number of citizen-centric services and related is relatively low and needs to be increased substantially.

Figure 4 – Principal state interactive information services

[6] Перечень информационных систем органов государственного и хозяйственного управления, органов государственной власти на местах, интегрируемых в Национальную информационную систему в период 2012 — 2014 годов

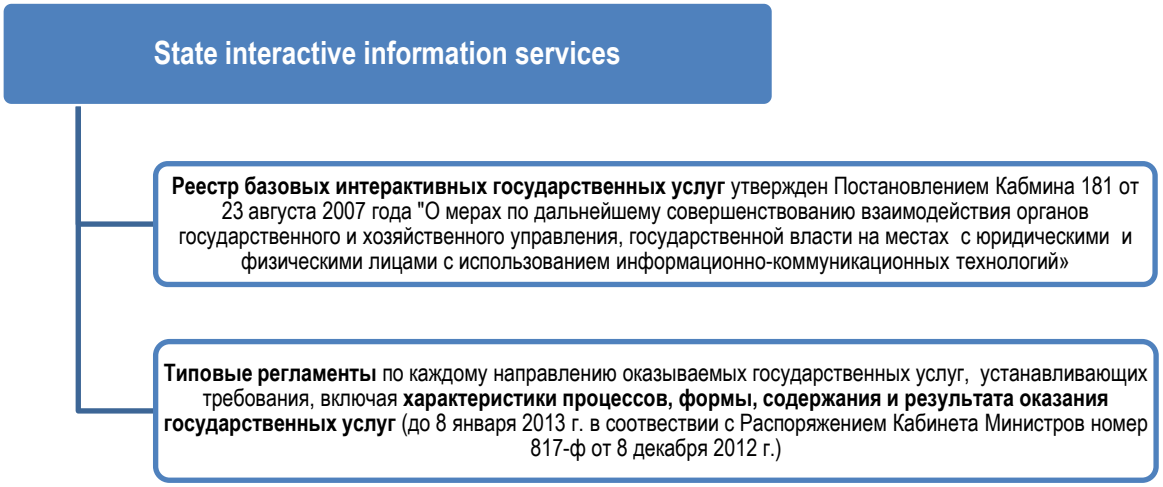
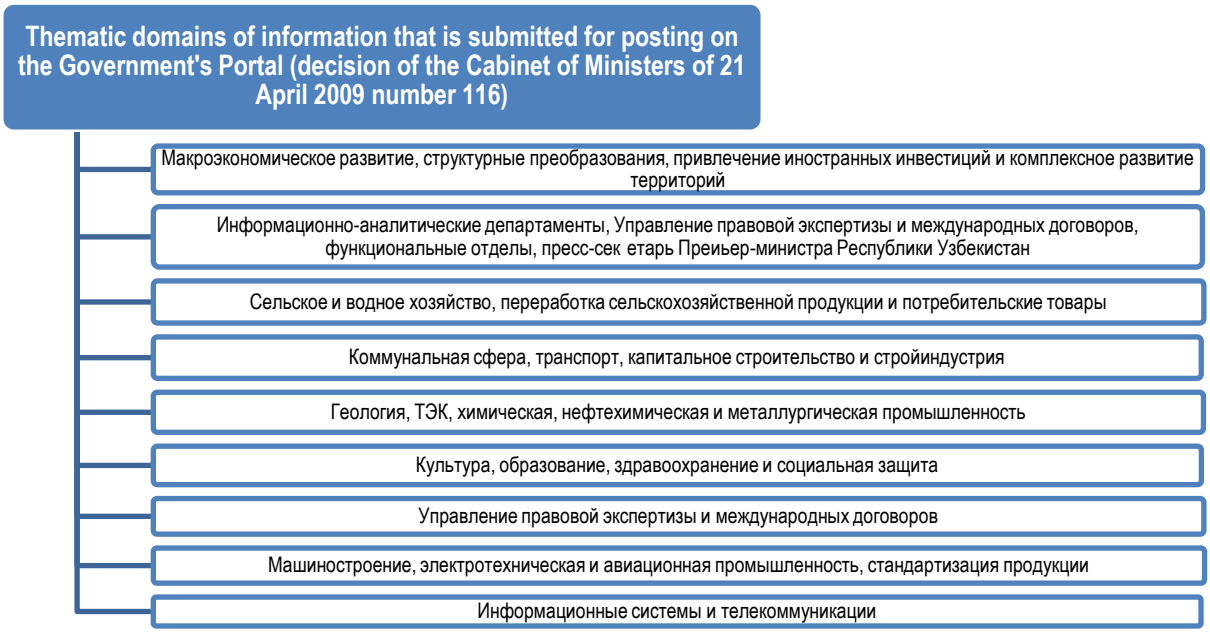


Figure 5 – Thematic profile of information to be accessed via the Internet



29. G2G services:

i. SIS «Маҳалла», sub-system «Фуқаролар йиғинлар» - Сбор, обработка, систематизация и хранение информации об органах местного самоуправления и их деятельности (2012) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; local government.*

ii. SIS «Алоқа», sub-systems «Алоқа ва маълумот узатиш тармоқларини бошқариш», «Телефон алоқаси», «Почта алоқаси» - Сбор, обработка, систематизация и хранение информации о сетях телекоммуникаций, передачи данных, телефонной и почтовой связи (2012) – r*egister/data-base, Electronic Record and Document Management (ERDM), back-office; telecom infrastructure*.

iii. SIS «Касаба уюшмаси», sub-systems «Касаба ташкилотлари», «Сиҳатгоҳлар» - Сбор, обработка, систематизация и хранение информации о деятельности профессиональных союзов и санаторно-оздоровительных учреждений (2012) – *register/data-base, Electronic Record and Document Management (ERDM), back-office; health/ professional unions.*

iv. SIS «Кадрлар», sub-systems «Хизматчилар», «Мукофотланганлар», «Кадрлар захираси» - Сбор, систематизация и хранение информации о сотрудниках государственных органов, лицах, награжденных государственными наградами, резерве кадров (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; population status.*

v. SIS «Электр энергияси», sub-systems «Электр энергияси ишлаб чиқариш кўрсаткичлари», «Махсулот тақсимоти», «Ишлаб чиқариш объекти» - Сбор, обработка, систематизация и хранение информации о производстве электроэнергии, ее распределении, состоянии электростанций (2013) - r*egister/data-base, Electronic Record and Document Management (ERDM), back-office; energy.*

vi. SIS «Инновация», sub-systems «Патентлар», «Кашфиётлар», «Рационализаторлик таклифлари», «Дастурий маҳсулотлар» - Сбор, обработка, систематизация и хранение информации о зарегистрированных в стране патентах, изобретениях, полезных моделях, рационализаторских предложениях, программных продуктах и базах данных (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; business, Science & Technology/Research & Development.*

vii. SIS «Божхона», sub-systems «Божхона тўловлари», «Божхона омбори», «Темир йўл», «Авто», «Божхона-юк декларациялари веб-портали» - Сбор, обработка, систематизация и хранение информации о товарах и транспортных средствах, пересекающих границу Республики Узбекистан, контроль уплаты таможенных платежей (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; transport, tax administration.*

viii. SIS «Нарх-наво», sub-systems «Махсулот», «Нархлар», «Табиий монополиялар» - Сбор, обработка, систематизация и хранение информации о ценах на товары и услуги, естественных монополиях в разрезе регионов (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; price and monopoly regulation.*

ix. SIS «Паспорт тизими», sub-systems «Фуқаролик паспорта», «Фуқаролиги йўқ шахслар», «Дипломатик паспорт», «Визалар» - Сбор, обработка, систематизация и хранение информации о соблюдении паспортно-визового режима (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; passport issuance and visa/consular service.*

x. SIS «Фан», sub-systems «Илмий ишлар», «Олим» - Сбор обработка, систематизация и хранение информации о результатах проведенных и проводимых научных исследованиях, эффективности их внедрения и лицах, имеющих ученые степени и звания (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; education, Science & Technology/Research & Development.*

xi. SIS «Тадбиркорлик», sub-systems «Кичик бизнес субъекти», «Хусусий тадбиркорлик» - Сбор, обработка, систематизация и хранение информации о субъектах малого бизнеса и частного предпринимательства (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; business/ entrepreneurship.*

xii. SIS «Турар жой», sub-systems «Турар жой фонди», «Коммунал хўжалик», «Сув, иссиқлик, газ ва электр қувватлар истеъмолини хисобга олиш» - Сбор, обработка, систематизация и хранение информации о жилищном фонде, коммунальном хозяйстве, потреблении коммунальных услуг (2013) - r*egister/data-base, Electronic Record and Document Management (ERDM), back-office; housing/communal services.*

xiii. SIS «Ижро интизоми», sub-systems «Ҳужжатлар», «Назоратдаги ҳужжатлар», «Топшириқлар» - Сбор, обработка, систематизация и хранение информации о состоянии исполнительской дисциплины в государственных органах (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; government performance.*

xiv. SIS «Девонхона», sub-systems «Хатлар», «Индекслар» - Автоматизация официальной переписки между государственными органами, организациями и населением (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; government performance.*

xv. SIS «Аҳоли», sub-systems «Фуқаролик ҳолати далолатномаларини ёзиш органлари», «Фуқаролик ҳолати далолатно-малари ёзувлари», «Жисмоний шахслар» -

Ведение Единого реестра населения с уникальным идентификатором по всей Национальной информационной системе, а также учреждений ЗАГС (2013) - r*egister/data-base, Electronic Record and Document Management (ERDM), back-office; population status.*

xvi. SIS «Корхона», sub-systems «Ишлаб чиқариш», «Махсулот ва хизматлар», «Омбор», «Захира», «Харидорлар», «Таъминотчилар», «Бухгалтерия», «Ускуналарга техник хизмат кўрсатиш ва таъмирлаш», «Сифат назорати», «Ходимларни бошқариш» - Автоматизация деятельности производственного предприятия, включая подсистемы управления производством, товарами и услугами, складскими помещениями, планирования ресурсов, взаимодействия с потребителями и поставщиками, бухгалтерии, технического обслуживания и ремонта оборудования, контроля качества и управления персоналом (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; Enterprise Resource Management (ERP).*

xvii. SIS «Солиқ», sub-systems «Солиқ тўловчиларнинг ягона реестри», «Солиқ тўловчиларнинг шахсий карточкалари реестри», «Солиқ декларациялари реестри», «Молия ва солиқ ҳисоботи реестри» - Сбор, обработка, систематизация и хранение информации о налогоплательщиках и объектах налогообложения, контроль своевременного сбора налогов (2013) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; tax administration, government performance.*

xviii. SIS «Инспекция», sub-systems «Инспекция объектлари», «Инспекциялаш режалари ва натижалари» - Сбор, обработка, систематизация и хранение информации о деятельности государственных инспекций по сферам (2014) - r*egister/data-base, Electronic Record and Document Management (ERDM), back-office; government performance.*

xix. SIS «Иқлим», sub-system «Иқлим кўрсаткичлари» - Сбор, обработка, хранение и предоставление информации о климате республики в разрезе климатических зон (2014) - *register/data-base, Electronic Record and Document Management (ERDM), back-office; environment.*

xx. SIS «Архив», sub-systems «Архив ҳужжатларининг электрон картотекаси» - Сбор, систематизация и хранение аннотаций архивных документов по путеводителям архивных фондов (2014) - r*egister/data-base, Electronic Record and Document Management (ERDM), archives.*

xxi. SIS «Бюджет», sub-systems «Бюджетга тушумлар», «Ғазначилик», «Бюджетни режалаштириш», «Бюджет назорати» - Сбор, обработка, систематизация и хранение информации о планировании, ходе исполнения Государственного бюджета, контроль за его исполнением (2014) - *register/data-base, Electronic Record and Document Management (ERDM), budget/finance, government performance.*

xxii. SIS «Молиявий назорат», sub-systems «Молиявий назорат объектлари», «Бюджетдан ташқари фондлар назорати» - Контроль за финансовой дисциплиной, своевременностью и полнотой обязательных платежей (2014) - r*egister/data-base, Electronic Record and Document Management (ERDM), finance, government performance.*

xxiii. SIS «Нафақа», sub-system «Нафака» - Создание единой базы данных о пенсионерах, назначение, исчисление размеров пенсий и пособий, перерасчет и учет выплат пенсий и пособий (2014) - *register/data-base, Electronic Record and Document Management (ERDM), population status, social protection.*

xxiv. SIS «Ҳуқуқбузарлик», sub-systems «Жиноий ҳуқуқбузарлик», «Маъмурий ҳуқуқбузарлик», «Пенитенциар муассасалар» - Сбор, обработка, систематизация и хранение информации об уголовных, административных правонарушениях и пенитенциарных учреждениях (2014) - *register/data-base, Electronic Record and Document Management (ERDM), population status, criminal justice/law enforcement.*

xxv. SIS «Адлия-2», sub-systems «Судлар фаолияти», «Суд ҳужжатлари», «Суд департаментининг ягона ахборот-компьютер тармоғи», «Нотариат» - Сбор, обработка, систематизация и хранение информации о деятельности судов, их решениях, исполнении решений судов, а также информации о деятельности нотариата (2014) *- register/data-base, Electronic Record and Document Management (ERDM), justice/courts, notary services.*

xxvi. SIS «Ҳудуд», sub-systems «Минтақа даражасидаги ижтимоий-иқтисодий ривожланиш кўрсаткичлари» - Обеспечение сводной оперативной информацией руководства регионов страны на основе автоматического сбора и обработки информации из информационных систем государственных органов (2014) *- register/data-base, Electronic Record and Document Management (ERDM), government performance.*

xxvii. SIS «Ўзбекистон», sub-systems «Республика ижтимоий-иқтисодий ривожланиш кўрсаткичлари» - Обеспечение сводной оперативной информацией Аппарата Президента Республики Узбекистан и Кабинета Министров на основе автоматического сбора и обработки информации из информационных систем государственных органов (2014) - *register/data-base, Electronic Record and Document Management (ERDM), government performance.*

30. G2G/G2C services:

xxviii. SIS «Кутубхона», sub-systems «Йиғма электрон каталог», «Электрон кутубхона» - Создание сводного электронного каталога и обеспечение доступа к полнотекстовым электронным базам данных информационно-библиотечных и информационно-ресурсных центров (2012) – *register/data-base, Electronic Record and Document Management (ERDM), back-office/front-office; education.*

xxix. SIS «Адлия-1», sub-system «Миллий қонунчилик маълумотлар базаси» - Совершенствование сбора, систематизации и хранения нормативно-правовых актов Республики Узбекистан (2012) *- register/data-base, Electronic Record and Document Management (ERDM), back-office/front-office; legal/regulatory services.*

31. G2G/G2B services:

xxx. SIS «Фирма номлари», sub-system «Фирма номларини рўйхатдан ўтказиш» - Рассмотрение заявлений о присвоении фирменных наименований и подтверждение отсутствия аналогичных наименований, зарегистрированных юридических лиц, с применением веб-технологий (2012) - *register/data-base, Electronic Record and Document Management (ERDM), back-office/front-office; business and public entities registration services.*

xxxi. SIS «Юридик шахслар», sub-system «Хўжалик юритувчи субъект», «Тижорат ва нотижорат ташкилотлари» - Ведение Единого реестра юридических лиц с уникальным идентификатором по всей Национальной информационной системе. Ведение Единого государственного реестра коммерческих и некоммерческих организаций (2013) *- register/data-base, Electronic Record and Document Management (ERDM), back-office, public and business entities registration services.*

xxxii. SIS «Лицензия», sub-systems «Лицензия ва рухсат берувчилар», «Лицензиантлар», «Рухсатномалар» - Сбор, обработка, систематизация и хранение информации об уполномоченных органах по выдаче лицензий и разрешений на отдельные виды деятельности, выданных лицензиях и разрешениях (2014) *- register/data-base, Electronic Record and Document Management (ERDM), back-office/front-office; business licensing services.*

32. As mentioned, the principle of citizen-centricity is not always explicitly present. A quick survey of the Government portal does not reveal many online two-way interactive services; usually, it is one-way information provision services. Yet, it has be noted that until now Uzbekistan has been seeing a largely extensive path of e-governance development by creating proper legal frameworks, undertaking the institutualization measures, establishing and operational databases, prioritizing state services, expanding telecom and communication backbone infrastructure.

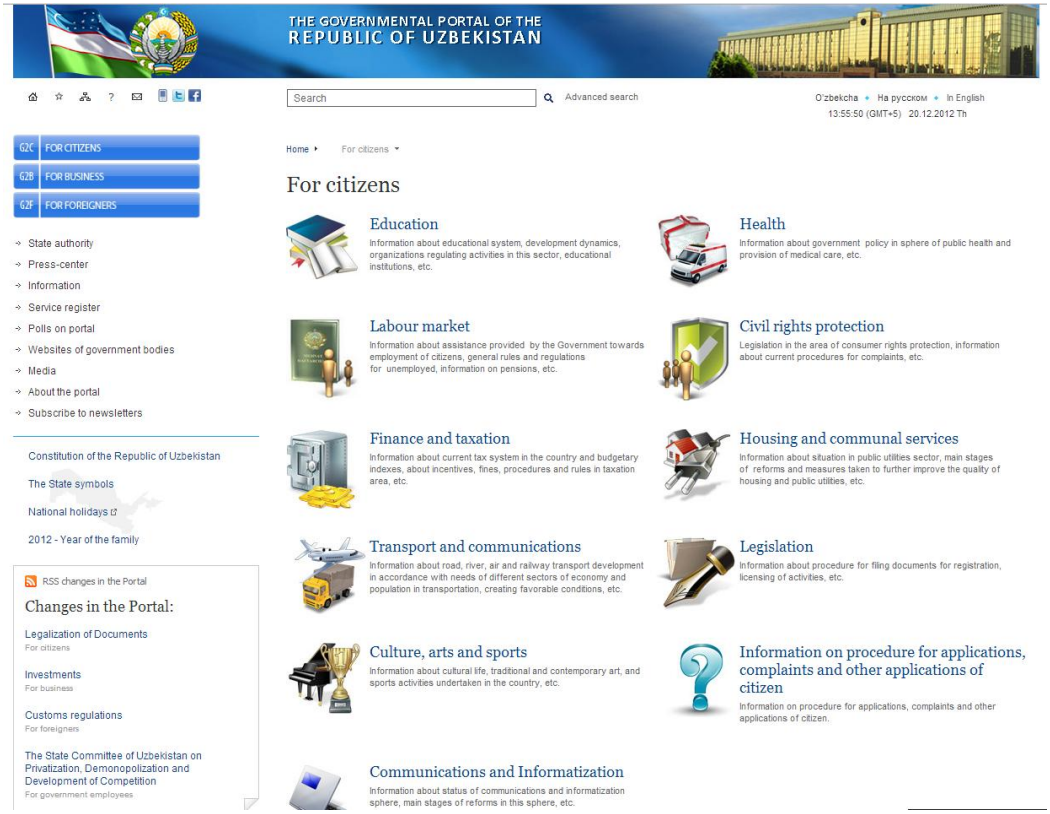
33. The recent events show that the extensive path has been exhausted and the government is getting ready for a qualitatively new phase of systems integration, developing common standards and providing shared services (including under the cloud computing concept).

34. Some interactive e-services are already available and their number will certainly grow rapidly, as stipulated by the adoption of recent laws that are more service and integration oriented.

Centrality of user-friendly and citizen-focused e-government systems

35. While there are some 150 of interactive state services identified for provision over the Internet,[7] 91 services were actually available on the Government portal as of 18 December 2012 (http://gov.uz/ru/services/reestr_base?PAGEN_1=1&code=reestr_base&id=&id=#nav_start). These e-services target citizens, entrepreneurs (businesses) and foreigners (see Figures 6, 7 and 8).

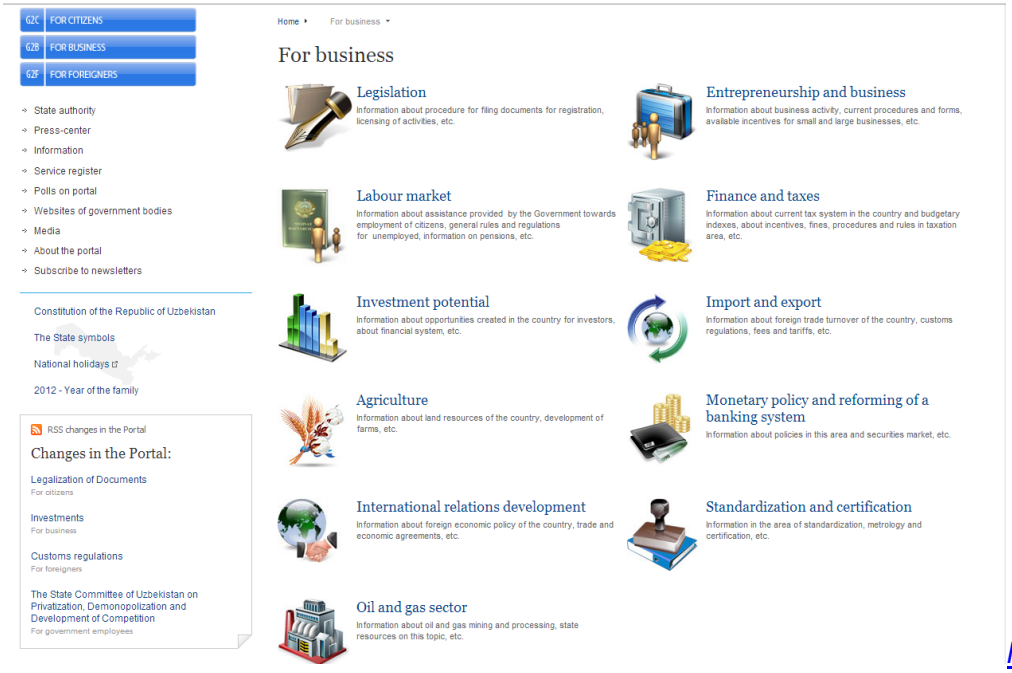
Figure 6 – e-Services for citizens



http://gov.uz/en/citizen/

[7] *Реестр базовых интерактивных государственных услуг* as per the Government Decision № 181of 23 August 2007 updated by Decision № 313 of 1 November 2012

Figure 7 – e-Services for businesses



http://gov.uz/en/business/

Figure 8 – e-Services for foreigners

http://gov.uz/en/foreign/

36. Overall, e-services are grouped around 27 categories, with 11 categories for citizens and businesses (each) and 5 categories for foreigners. Whereas information provision is the main form of the most of these online services, in some cases e-services provide an opportunity for a two-way interaction.

37. Among the two-way interactive services that usually involve downloading, filling in and submitting various forms, online registration was most typical – to register as a utility user (for gas, electricity, waste collection), to obtain medical certificates, to register as a resident, to enrol in education activities, to apply for care technical inspection, and so on.

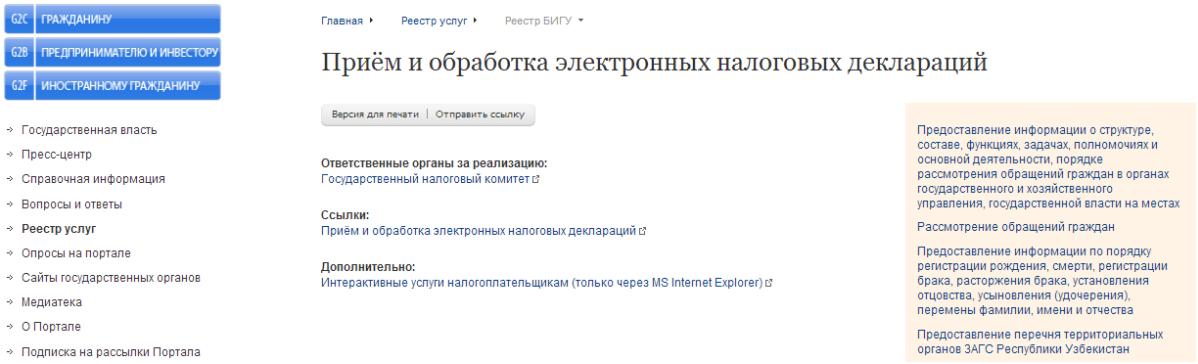
38. Still, some important domains of e-services relating to key life events (birth, marriages, etc) or social security services were not yet available online focusing mainly on unidirectional information provision. Potentially, many of such services can be easily converted into two-way interactive (and also transactional) services; for example, the Portal gives comprehensive information for the jobless how to register their status of unemployed citizens but does not allow registering online (see Figure 9 below).

Figure 9 – Online information how to register as a jobless offline

39. Here as many as 9 information categories are listed, complemented by other sources concerned with human trafficking. However, it is not yet possible to register online; same applies to other categories of information provision as a main form of public service delivery online to citizens.

40. The most advanced of all interactive e-services are those pertaining to filing tax declarations (for enterprises only). For example, it is possible to apply online for the tax payer number and submit tax declaration (see Figure 10 below).

Figure 10 – Two-way interactive e-services in tax administration



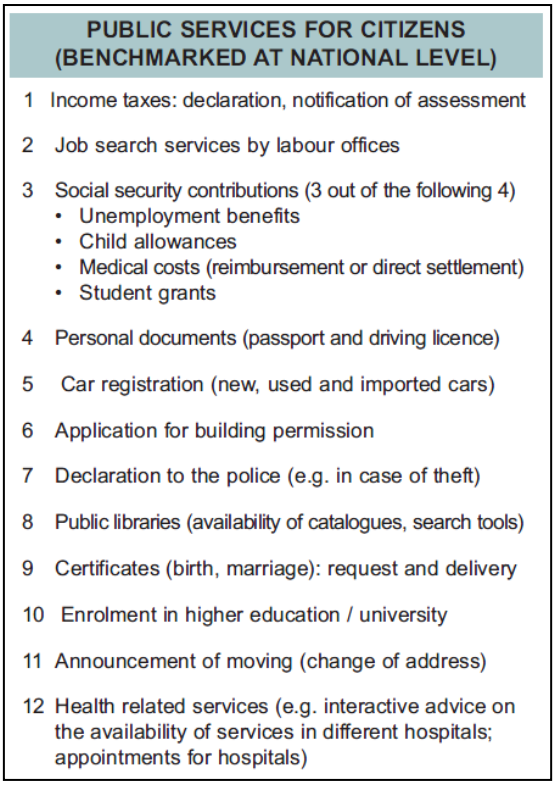
41. Tax administration is typically one of the first public services that countries put online, and Uzbekistan is no exception in this regard. When clicking on the respective tab on the Portal, the system redirects the user to the specialised information systems hosted and operated by a respective state entity in charge, which in this case is the State Taxation Committee of the Republic of Uzbekistan.[8] Yet, as mentioned, the Portal's main function is information provision. To transform it into a portal of more mature interactive and transactional services would require many substantial changes in the back-office of the relevant state agencies, on the one hand, and the authentication of the applicants, on the other (which in turn would require the use of identification procedures usually linked with digital signature).

42. This is also an important lesson concerning what makes online services successful; namely: there must be a win-win situation when both the state and citizens/businesses are interested to remove barriers that usually exist in the offline procedure of submitting and processing tax declarations. Gains in efficiency and effectiveness are obvious, also due to the large-scale consumption of such services, which makes their delivery highly cost-effective. It is logical that the next step would be to provide such services to individual citizens as well.

43. Such approach – i.e. efficiency, effectiveness, clear benefits for consumers, large scale uptake - needs to be applied to recording people's life events; that is, birth/ death registration, change in civic status, social benefits, issuance of identification documents and driving licences, etc. For example, the European Union has prioritised the following areas for citizen- and business-centric public services that should be provided online – 12 e-services and 8 for enterprises (see Figures 11 and 12 below).

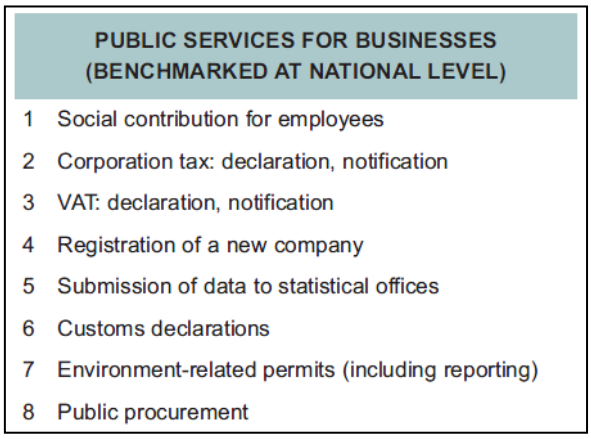
Figure 11 – Priority public e-services for citizens in the European Union

[8] http://soliq.uz/ru/online_services/_reception_and_processing_of_electronic_tax_declarations/



Source: European Interoperability Framework for Pan-European eGovernment Services. European Commission, IDABC/EIF, 2004.

Figure 12 – Priority public e-services for businesses in the European Union



Source: European Interoperability Framework for Pan-European eGovernment Services. European Commission, IDABC/EIF, 2004.

44. Uzbekistan is an integral part of the global trend of providing e-government service (as the case of tax administration service proves); it is therefore believed that other steps and priority agendas would be in line with good international practices. The latter would mean bringing public administrations closer to its main immediate clients – citizens and entrepreneurs – by deploying, for example, the afore-mentioned life-event related e-services and moving the business registration procedure to a more convenient online environment.

45. Such a move would involve a lot of changes, both conceptual and practical. It is obvious from the last changes in the legal framework governing ICT in general and e-government in particular, especially new laws and regulations passed in 2012, which has been a truly breakthrough year in this respect, that Uzbekistan is going to significantly accelerate the pace of transformation placing the main attention to the front-office of service delivery.

46. With some constructive criticism, it should be noted in general there have been too many laws and amendments in the broad field of e-government which might create difficulties in the implementation process. On the one hand, the news laws passed in 2012 streamline, tighten and prioritise the service delivery as the main goal of e-government development. This is the right approach. On the other hand, the existing legal environment can still be further streamlined and consolidated by formulating and adopting an overarching Interoperability Strategy/Framework(s) in the field of inter-agency and technological interaction to create a working mechanism of information systems integration.

Part 2: The "missing link" – Interoperability of e-government systems

Interoperability from a European perspective

47. Key policy aspects that govern the development of a new concept of e-Government based in interaction and integration concern very complex issues of reengineering government business processes at the back-end, moving away from one-way information provision and service cataloguing to providing interactive services that will be increasingly shared (by multiple state agency) services. The new policy decisions are very clear – the future is in interacting and integrated information systems with related services. However, the government's decisions do not spell out what it means, i.e. definitions are lacking and the main principles are not sufficiently excplained.

48. It is advised that the planned measures to improve e-governance legislation should also include the elaboration and use of clearly defined Interoperability Strategy and Frameworks, as it has been done in many European countries.

49. While interaction and integration are the right concepts,[9] their interpretation should also include the understanding that information systems are not linked up, but communicate with each other – and understand each other – regardless of technology used. In the same vein, business processes of respective state bodies should be re-configured accordingly to enable such a 'mutual understanding' at the level of systems and data.[10] Everything should be reviewed through the lens of interoperability. That concerns software, web, security, organizational structures and functions, etc.

50. The European Interoperability Framework (EIF) for European public services[11] defines interoperability as follows: *'Interoperability, within the context of European public service delivery, is the ability of disparate and diverse organisations to interact towards mutually beneficial and agreed common goals, involving the sharing of information and knowledge between the organisations, through the business processes they support, by means of the exchange of data between their respective ICT systems.'* And also, *'An interoperability framework is an agreed approach to interoperability for organisations that wish to work together towards the joint delivery of public services. Within its scope of applicability, it specifies a set of common elements such as vocabulary, concepts, principles, policies, guidelines, recommendations, standards, specifications and practices.'*

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[9] In Russian: Определиить основные базовые элементы, технологий и этапы реализации, а также выработку механизмов межведомственного информационного взаимодействия по направлениям «Органы государственной власти», «Органы государственной власти – субъекты предпринимательства», «Органы государственной власти – население

[10] In Russian: Проведение критического анализа и разработка предложений по системной реорганизации функциональных и операционных процессов деятельности органов государственной власти и управления в целях формирования новой системы обслуживания потребителей государственных услуг

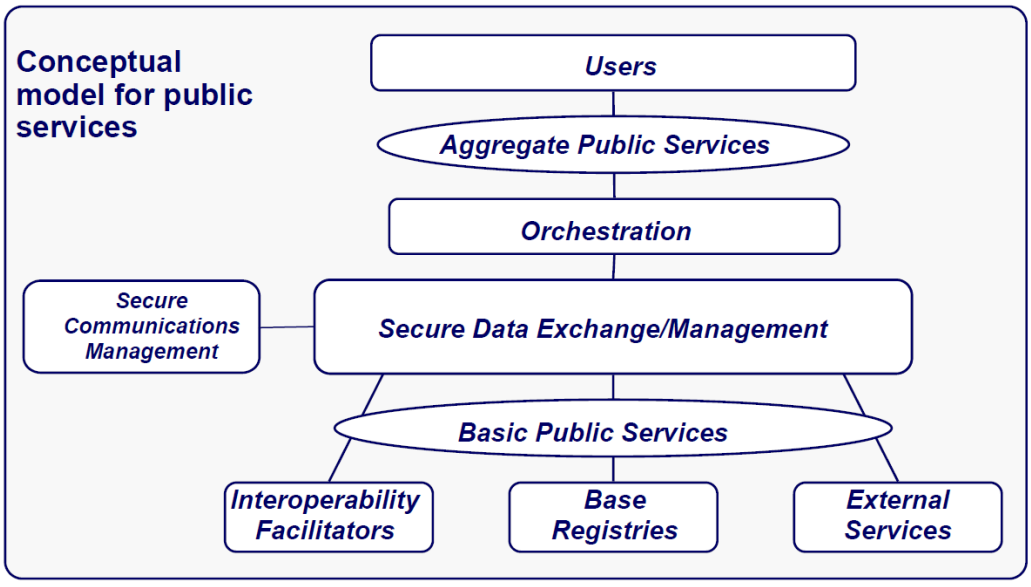
[11] http://ec.europa.eu/isa/documents/isa_annex_ii_eif_en.pdf, see also European Interoperability Strategy for European Public Services http://ec.europa.eu/isa/documents/isa_annex_i_eis_en.pdf

51. Thus, interoperability is both a condition (prerequisite) for and a facilitator (enabler) of the efficient delivery of public services. It requires close collaboration among state (public) bodies to jointly establish e-services, exchange, share and re-use of information so as to raise administrative efficiency in service provision at a lower cost. There is a number of underlying principle of e-government solutions based on interoperability, namely:

- user-centricity (the needs of citizens and businesses determine which public services are provided and how they are delivered, not vice versa);
- inclusion and accessibility (services are publicly accessible without discrimination);
- security and privacy (to ensure that privacy and data protection are enforced when communicating with the state, and end-users are able to verify their personal information for stronger trust in online interaction);
- administrative simplification (to reduce the burden to collect and keep information at government request, usually a problem for businesses);
- transparency and openness (helps to provide feedback on the quality of services);
- preservation of information (electronic records and documents can be kept without a time limit);
- reusability (contributes to the efficiency and low costs of public services, when a data or service produced by one state body can be re-used endlessly by others);
- technological neutrality and adaptability (to encourage proliferation of technology at low cost and decrease dependence of locked technological solutions); effectiveness and efficiency (to produce best value for money).

52. It is important that state bodies that run their own sector-specific information systems and produce e-services agree on common interconnection approaches and deploy the enabling such interconnection infrastructure. A public service model based on the interoperability principles schematically looks as follows:

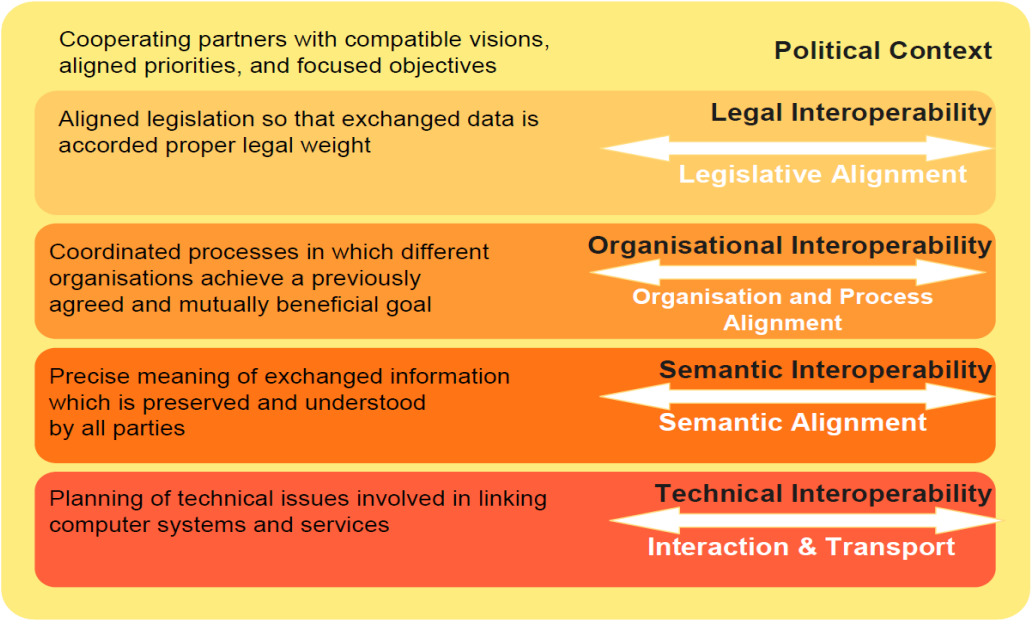
Figure 13 – Conceptual model of interoperable public services



Source: European Interoperability Framework (EIF) for European public services (http://ec.europa.eu/isa/documents/isa_annex_ii_eif_en.pdf)

53. There are five interoperability layers: political legal, organisational, technological, and semantic (see Figure 14).

Figure 14 – Interoperability levels



Source: European Interoperability Framework (EIF) for European public services (http://ec.europa.eu/isa/documents/isa_annex_ii_eif_en.pdf)

54. It is strongly recommended that the Working Groups consider the formulation of a National Interoperability Strategy and relevant frameworks (e.g. for security, web, software, etc. depending on the country's needs) and provide their proposals to the Working Group on critical analysis, as part of the effort aimed at improving the legal basis of e-government in Uzbekistan.

55. While *technological* interoperability that links computer systems, defines open interfaces, data formats and protocols[12], is not sufficient for the creation of reliable, seamless and trustworthy state information systems – a basis for effective provision of e-government services. The next step should be the elaboration and implementation of (a) *organizational* and (b) *semantic* interoperability (consisting of semantic and syntactic interoperability) in order to ensure that there is common understanding on the meaning of the information intended to be shared and exchanged, beyond exchange protocols and data formats.

56. That requires additional connections with other (re)sources reflecting upon specific contexts in which the data are generated, shared and used. *Organisational* interoperability ensures that public administrations are client-oriented to better serve the vital needs citizens and businesses. That also means that the importance of the organisation's functions and internal processes should be aligned with their client's interests via the one-stop shop approach. *'This will allow automated tools to share and process information, even when they have been designed independently. The objective is not only to allow information resources to be linked up but also to allow information to be automatically understandable, and, consequently, reusable by computer applications that were not involved in its creation*'.[13]

57. As many countries' experience proves, without putting into practice such comprehensive – not just technical – integration frameworks it will be impossible to increase the number of e-services at the required level of quality. Interoperability agreements between various agencies may be needed to implement interoperability solutions in the e-government system of Uzbekistan.

[12] 'Determining relevance of "best practice" based on interoperability in European eGovernment initiatives' by Robert Deller and Veronique Guilloux (European Journal of ePractice) http://www.epractice.eu/files/4.7.pdf.

[13] European Interoperability Framework for pan-European eGovernment Services (page 19) http://ec.europa.eu/idabc/servlets/Docd552.pdf?id=19529; see also Estonian Interoperability Frameworks http://www.riso.ee/en/information-policy/interoperability.

e-Government maturity

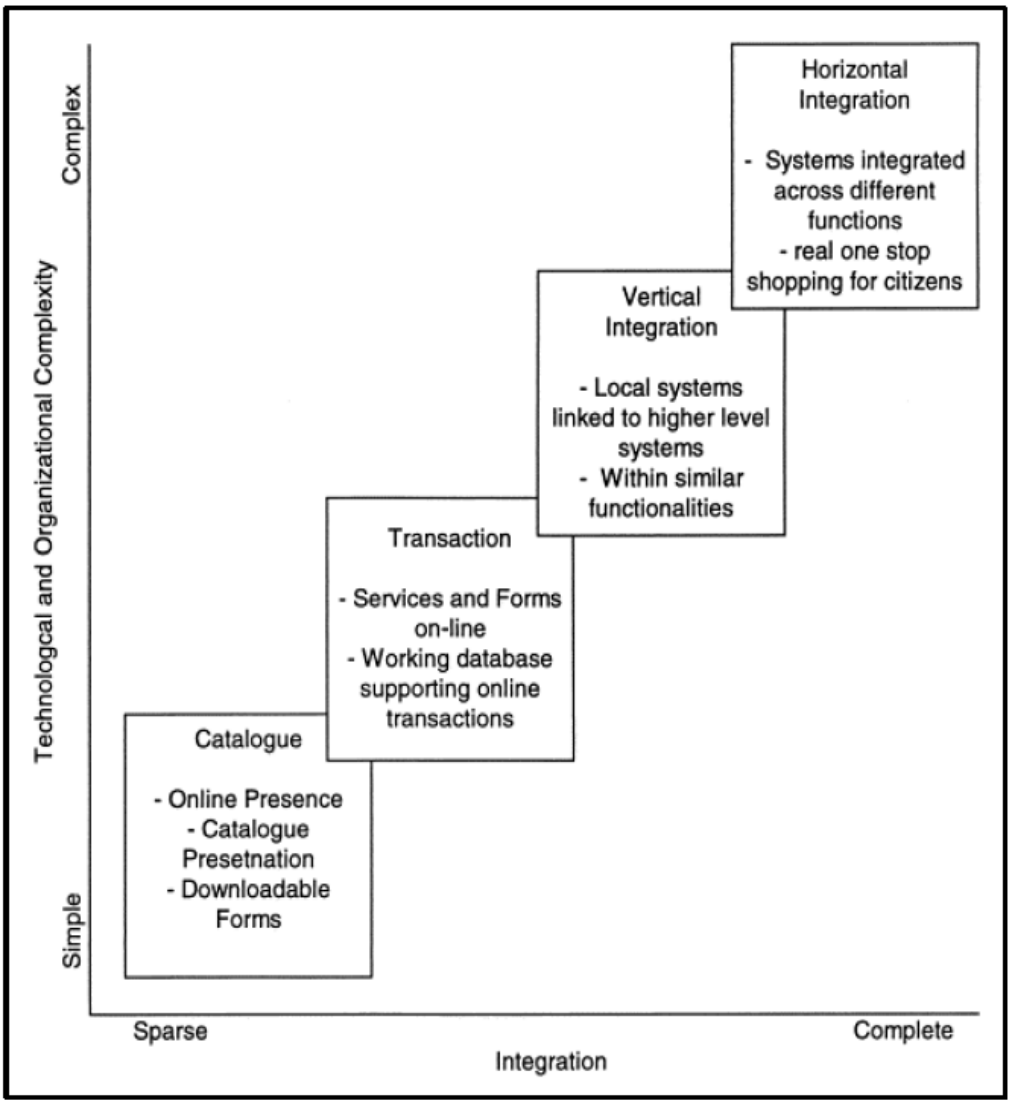
58. Another important (and directly related to interoperability) aspect of e-government is the assessment of the maturity levels of e-services. As mentioned above, at the moment, most of the public e-services provided by the state are one-way information provisions. Knowing the current level of e-service sophistication will help moving forward faster and easier.

59. Usually, in the European Union, the maturity of 20 core e-government services is assessed with the help of three sophistication indicators. The outcome is the depiction of the progress in putting public services online. As the OECD 2009 Report "Government at a Glance 2009"[14] indicates '*The full online availability indicator evaluates the number of public services that can be entirely handled online (i.e. citizens or businesses can submit completed forms or payments online, in addition to finding information about the service). The national portal indicator assesses the degree to which the main government website provides a "one-stop-shop" for users to access public services*.'

60. There is a couple of rather similar in spirit e-government maturity models. One involves the use of the following indicators viewed in the context of the growth model: (1) Cataloguing, (2) Transaction, (3) Vertical integration, and (4) Horizontal integration (Figure 14).

Figure 15 – A four-stage e-government maturity model

[14] OECD (2009), "E-Government service maturity", in Government at a Glance. OECD Publishing, http://dx.doi.org/10.1787/9789264061651-34-en.

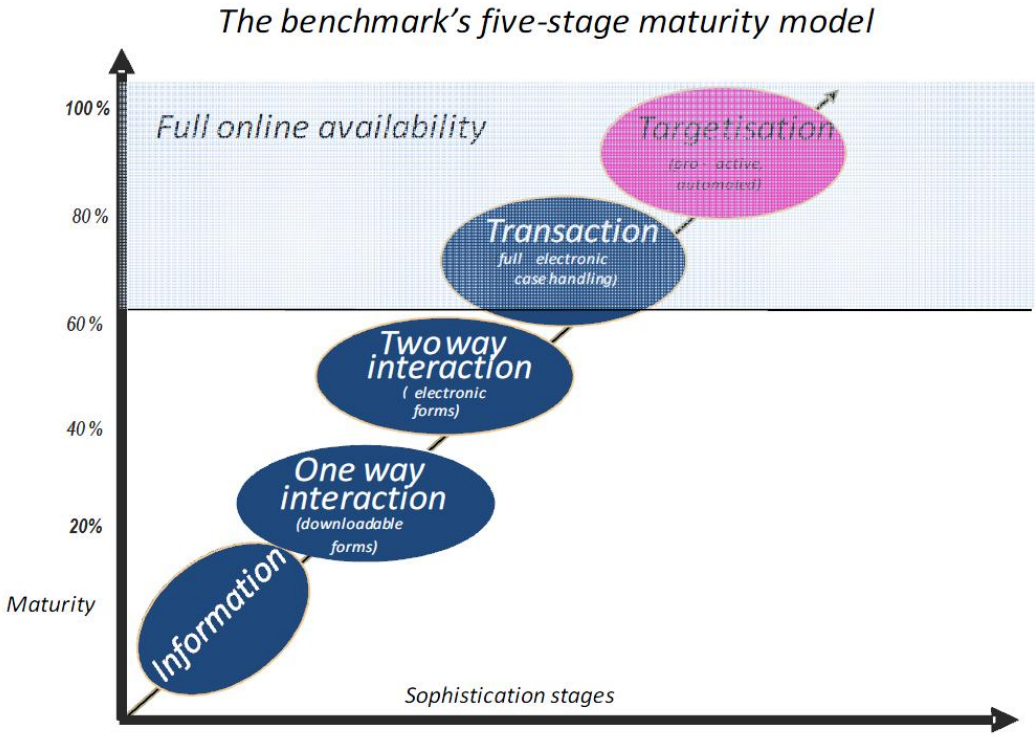


(a) The Layne and Lee model

Source: Tamara Almarabeh and Amer AbuAli "A General Framework for E-Government: Definition – Maturity Challenges, Opportunities, and Success" in European Journal of Scientific Research Vol.39 No.1 (2010), pp.29-42http://www.eurojournals.com/ejsr_39_1_03.pdf

61. The European Union has been using for many years a five-state model (Figure 15).

Figure 16 – European five-stage (originally it was also a four-stage model) e-government maturity model



Source: Method paper 2010. Preparing the 9th Benchmark Measurement |June 2010
PREPARED BY: CAPGEMINI, RAND EUROPE, IDC, SOGETI AND DTI.
European Commission Directorate General for Information Society and Media

62. Whereas, the first four stages are self-explanatory, the 5th level of sophistication needs clarification. It has been introduced to reflect upon an entirely new, pro-active and fully automated type of e-government service delivery. That means that, according to Capgemini, "the government pre-fills data in the application forms that it already contains in governmental databases to the extent permitted by law. The idea of automatic service delivery: the government automatically provides specific services being social and economic rights for citizens (and business), linked to a certain condition of the user. There is no need for the user to request the service."[15]

63. It is highly advisable in this light that the Register of state interactive services planned for online delivery is reviewed by the Working Groups in terms of their potential for sophistication enhancement and user-centricity. That will help the state bodies to better prioritise the introduction of two-way and transactional e-services, as it has been done, for example, in the field of tax administration.

[15] http://www.de.capgemini.com/m/de/tl/EU_eGovernment_Report_2007.pdf

Part 3: Additional comments and recommendations on the latest draft of e-Government Concept and Implementation Action Plan (as directed by the Government's decision of 8 December 2013)

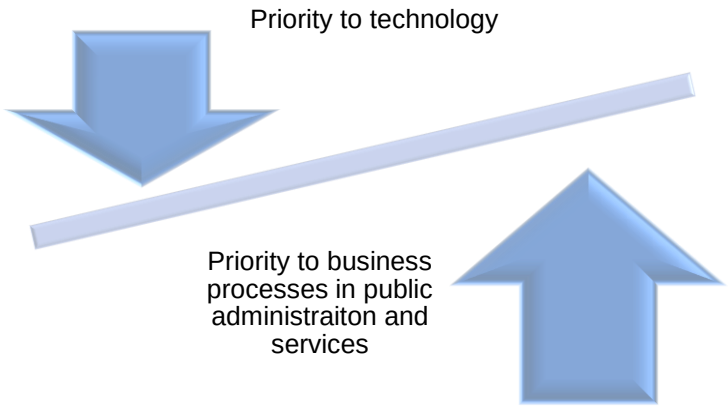
Balancing e-Government priorities

64. In line with the Council of Minister's Directive of 8 December 2013, a new version of the e-Government Concept and Implementation Plan for 2013-2017 has been prepared in January 2013.

65. These are the professionally written documents. However, these cannot be seen as the "breakthrough'' policy, which Uzbekistan badly needs in order to make a leapfrogging effort in public sector modernization.

66. Generally, the concept and the respective action plan (supplemented by target performance indicators) is a legacy document based on the previous policy development approaches that prioritize the technological and legal side of e-governance development rather a softer – and more complex – domain of technology effects on government performance to meet human development needs. While the former aspects are highly important and need to be elaborated thoroughly, they address only part of successful e-governance. Ideally, as schematically demonstrated below in Figure 16, a stronger priority needs to be given to the effects of technology use in public sector to ensure that human development needs are properly addressed.

Figure 17 – Striking the right balance between e-government priorities



67. Valuable references are made to the international experience (especially that of South Korea which is seen as a model for Uzbekistan's e-government development) and its critical analysis, which should be commended, for copying external solutions does not necessarily brings the same results.

68. It could be noted though in this respect that while different countries may have different practices, there is one common feature present in the development of national information systems of many ICT advanced countries, namely – a *shift from the centrality of data collection by individual institutions to the provision of services on an inter-institutional basis. i.e. e-government interoperability solutions*. Data matter as much as they serve that purpose of service improvement, which in turn dictates the direction of the transformation of internal business processes within the public sector and its management strategies.

69. As reasoned above, the key issue of successful e-government is the interoperability of its components – technical (technological), informational (semantic) and organizational (institutional) – viewed in synergy.

As currently presented, 56 actions listed in the Implementation Plan's thirteen thematic areas are not explicitly interconnected, which may create duplication of resources and insufficient coordination at the implementation phase.

Interoperability of e-Government solutions and services

70. The implementation concept includes as one of its main principles the centrality of public services for e-governance ("Главным звеном «электронного правительства» являются государственные услуги", page 10); there is a recognition that the inter-agency systems are not yet sufficiently developed ("недостаточное использование межведомственных систем" on page 16) and there is no mechanism governing the access of government officials to the information systems and the exchange of information among state agencies ("Имеется ряд недостатков, таких как отсутствие механизмов доступа сотрудников госорганов к сети и механизмов обмена информацией между министерствами и ведомствами" on page 17). The latter is highly important so as to install a proper mechanism of access control as part of broader accountability system.

71. From the technological perspective, the integration purpose is well described and defined as the common for all state entities infrastructural architecture of the planned e-government platform (telecommunications computer networks) – a "unified programme platform" ("В качестве решения предлагается разработать единую программную платформу, которая станет служить основой для создания информационных систем сферы электронного правительства следующего поколения. Указанная платформа будет инкапсулировать все стандартные функции и сервисы, предоставляя возможность использовать эти функции другим программным продуктам. Таким образом, такая платформа станет технологическим фундаментом всей системы электронного правительства Республики Узбекистан" on page 34).

72. However, interoperability, as mentioned earlier, is not only the technically compatible solutions unified by the common platform (which can be developed locally or purchased from the outside), it is in the first place an organizational and inter-institutional compatibility across the board. This is particularly relevant as UNDP and the Government have already investigated the interoperability approach in a report issued in 2010 specifically dedicated to the issue of interoperability in e-government ***("межведомственная совместимость").***

73. Whereas the newest concept aims at the integration of all e-government elements, it is not based on the interoperability principles and covers mostly technical aspects of hardware, network and software integration. Such issues as, for example, how new e-government solutions will affect the existing structure and functions of state administrations and how these solutions will be implemented in specific sectors need more clarification. It is well known[16] that the translation of adopted e-government polices into public administrations is the most challenging task often subject to failures.

74. The underdeveloped inter-agency systems is a direct consequence of the absent interoperability strategy. Therefore, interoperability problems deserve more clarity and detail; for example, a special chapter in the draft Concept on the impact of common interoperable solutions of internal business processes would be highly desirable. It would be important to ensure that institutional and technical interoperability approaches (frameworks and strategies) go hand in hand, and full benefits are made from the use of ICTs, i.e. bad administrative practices are not automated. That would require a thorough review of administrative functions and communication processes from the perspective of client-centric public services and the efficiency and fairness of their delivery.

75. ***The question is then - How inter-institutional e-government interoperability will be implemented?*** The implementation concept assigns the Department for the development of a national information system of the UZINFOCOM's Information and Computer Technologies Centre (Департамент по формированию и развитию Национальной информационной системы Центра развития и внедрения компьютерных и информационных технологий). It is important that ***it has necessary authority, mandate and capacity to ensure the successful development and implementation of the unified national policy in the field of national information system and***

[16] For example, from the most recent experience gained by e-Government Centre in Moldova

coordinate the integration of institution-based systems ("определение и реализация единой технической политики формирования Национальной информационной системы в целях обеспечения интеграции информационных систем, используемых в организациях; оказание технической поддержки в реализации единого технологического решения по предоставлению государственных интерактивных услуг; координация работ по дальнейшей интеграции информационных систем государственных органов").

76. These questions are especially important in light of the planned integration of 86 information systems during the next few years ("В течение 2012-2014 годов будут созданы и интегрированы 32 комплекса информационных систем государственных органов, включающие 86 информационных систем различных отраслей экономики" on page 13).

77. The best international practice is to subordinate the state body in charge of information society and e-government directly to the cabinet level or President; this is justified by a need to overcome inter-agency coordination problems that usually accompany e-government development; plus, necessary powers must be assigned and ensured at the highest level. However, it is not necessary as long as the sufficient mandate is secured for effective inter-agency coordination.

78. It is recommended in this light to create an Intern-Agency Coordination Board under the management of the Centre, which would include representatives from all main participating ministries and agencies at the level of (a) Chief Specialists and (b) Heads of IT departments. That will ensure proper coordination on policy implementation issues.

79. A number of Task Forces (Work Groups) could be established under the Coordination Board to develop relevant guiding documents and roadmap instructions (specific interoperability frameworks, for example, for security, web, etc.) to be used by individual agencies and ministries.

80. Centralization of e-government development is welcome but it may not be fruitful in the longer run as individual organizations will always have their specific needs and services to offer. Such agencies would also need to have adequate capacities to develop particular service applications. Technically, it is rather easy nowadays to acquire (either develop own technological solutions or purchase from outside vendors) integration modules that are able to connect databases.[17] It will be critical in this case to decide what data and for what purpose (keeping in mind an explicit priority to be given to service beneficiaries and their human development needs).

81. Unanswered questions remain in the draft Concept and Action Plan regarding the scope of work to be done at the level of individual organizations and ministries in transforming their internal business processes in order to implement the centrally developed e-government solutions (programme modules and applications). Such state agencies and organizations will need support and guidance how to implement global solutions at their local level and within their specific institutional environment which will differ from one sector (agency) to another.

82. An extensive functional review of individual agencies and particular organisations that takes a full account of ICT benefits may be needed to develop implementable action plans. The Organizational and Institutional Interoperability Framework could contain How-To Guide/ Roadmaps in conducting such reviews across the board.

83. Usually such reviews consider organizations as function-based and pay little attention to how such functions should communicate internally – all way through from the back- to front office – and from the front office to service beneficiaries in the form, for example, a One Stop Shop approach (One Window). A shift from a function-centred organizational set-up to that based on communication will be essential for the successful deployment of e-government.

84. It is advised that, first a capacity scoping exercise would be needed so as to understand competency gaps and other capacity building challenges within specific state administrations from the clearly expressed citizen-centric service delivery perspective.

[17] Such as is the case of Moldova and Azerbaijan that purchased the Estonian e-Road service layer (path) module that seamlessly integrates any data and databases.

85. Therefore, it is also advised to formulate an explicit ICT for Institutional Building and Public Administration Modernization Framework, supplemented by sector-specific e-agendas (for example, in health care administration and services focused on patient's needs) and the deployment of a number of scalable citizen-centric services that demonstrate the benefits of ICTs for both the administration and end-users of its services (people and small businesses).

86. The use of ICTs at the local level (local e-governance) will fall under this category as well. To do so UNDP could develop a methodology (a combination of implementation Guides and Roadmaps) which intrinsically inter-link the benefits of digital technologies with strategic development needs via clearly defined actions plans and their implementation mechanisms. Functional analysis tools could be substantially reviewed to reflect the advantages of modern ICTs. It should not mean merely a change in government business processes through the automated of existing administrative practices but the exploration of new opportunities for public management. For example, when developing electronic document/record and other information management systems, there should be included an opportunity for data openness, their use and re-use by media, citizens, businesses who may have different priorities.

87. The Concept and Action Plan place a lot of emphasis on the development of criteria for measuring performance progress in the actual implementation of the planned actions. This is a very important part of the entire Concept (Необходима разработка критериев и механизмов оценки внедрения и эффективности использования систем, а также оценки эффективности использования сети Интернет в государственных органах, в т.ч. количественных и качественных показателей оказываемых интерактивных государственных услуг для создания механизма оценки уровня внедрения и эффективности использования информационных систем и ресурсов в государственных органах).

88. It is advised in this light that, in addition to the proposed quantitative indicators of measuring the degree of action implementation, more attention is given to qualitative criteria that assess the service performance by using a maturity model described above according to recognized international standards.

89. Public services are rightly made the corner-stone of e-governance development in Uzbekistan (Созданы условия для подачи электронных обращений пользователями (гражданами) в государственные органы, по заполнению общедоступных электронных форм, бланков и других форм отчетностей, по просмотру реестра государственных интерактивных услуг, а также создана возможность хранения поданных электронных обращений и инструмент для пользователей по оценке качества процедуры рассмотрения обращений со стороны государственных органов). A steady progress needs to be guaranteed in service acceptance and satisfaction by their users in moving away from simple information services to more complex and transactional. As the level of maturity increases, citizens usually don't need to fill in forms (which are the legacy of the paper-based non digital past).

90. The very purpose of citizen-centric e-government is to remove the existing barriers between the state and society. It can be done by changing internal business processes of public administrations that would exclude such forms as such if the information is already available in the state databases and registers. Public services may need a maturity-focused categorization so as to build a plan that would lead to the measurable increase of more mature public services in future. Therefore it is recommended to make an inventory of the existing and planned e-services using a maturity model and elaborate performance indicators accordingly at all levels of state administration.

91. As argued throughout, one of the options to organize and improve e-government development in Uzbekistan would be to move from a sector-based approach and related implementation actions to a conceptually unified interoperability of technical, organizational and informational aspects of e-government solutions as presented below.

Figure 18 – Sector-based approach to the conceptual organization of e-government development in Uzbekistan for 2013-2017.

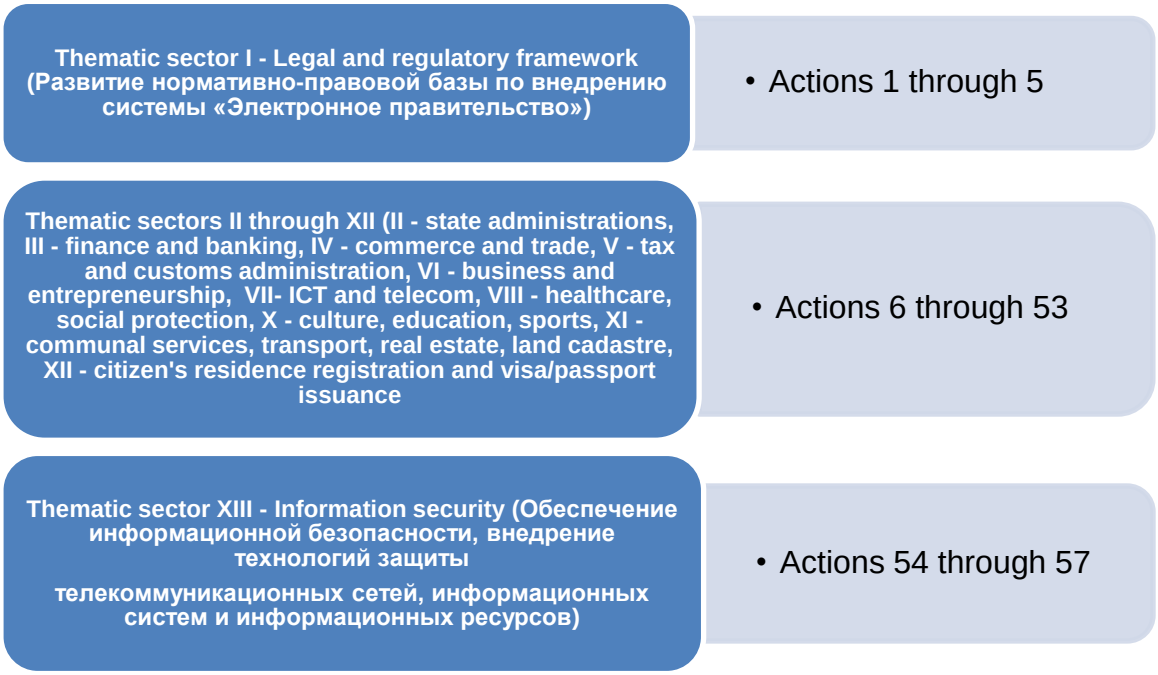
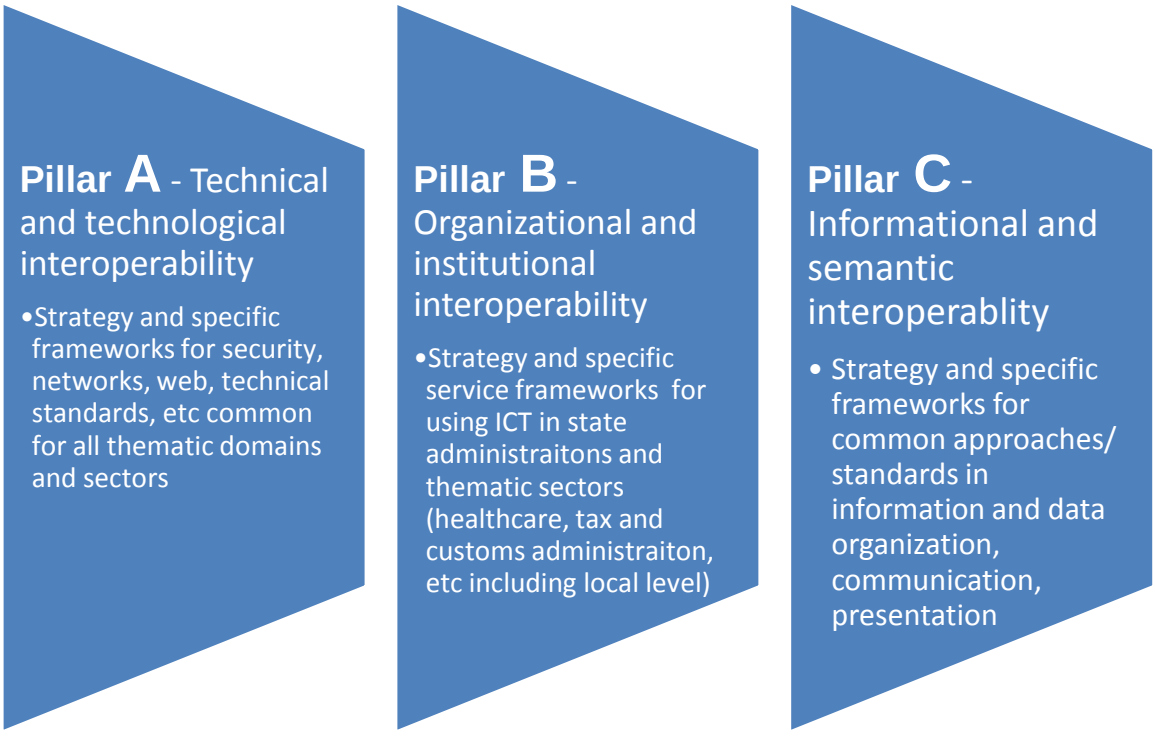


Figure 19 – A possible interoperability-based approach to the conceptual organization of e-government development in Uzbekistan for 2013-2017



92. The latest version of e-Government Concept and Acton Plan address mainly the A and C pillars of e-government interoperability. What is missing here is the pillar C that deals with inter-institutional and organizational interoperability. This is the area where more progress would be needed (possibly with UNDP assistance) in order to make e-government work for both the state and citizens.

Part 4: Commentary on the Master Plan of e-Governance Reform

93. This Report has benefited from the existence of the e-Governance Master Plan (project) based on the Korean model. There has been no need to elaborate on many issues, especially concerning the analysis of the status of ICT and e-government developments in the Republic of Uzbekistan, for these have already been addressed in the Master Plan with a high degree of detail and accuracy. Korea is number one country in e-Governance rankings world-wide, and the creative adaptation of its experience should be a high priority for Uzbekistan.

94. The As-Is analysis is very interesting and the To-Be model is relevant. The author of this Report supports the project as such believing that it has addressed many fundamental issues of e-government development that need to be addressed. At the same time, the Master Plan would benefit from clearer articulation of priorities. The Master Plan is a highly professional document, which surely has significantly contributed to the recent decisions to accelerate e-government development in Uzbekistan.

95. Inasmuch as the Master Plan focuses on the advanced Korean experience, this Report opens up a European perspective with its focus on user-centricity and e-government interoperability as a means of addressing the former. It is difficult to make in this Initial Report more a detailed assessment of the Master Plan without knowing its results, especially the outcome of interviews, surveys and workshops that were conducted and led to its preparation.

96. The upcoming mission would be an excellent opportunity to get more information about the project, especially about the progress made in the field if e-NID and sharing administrative information (pages 31 and 32 of the Master Plan Summary document), which are part of the broad concept of e-government interoperability. The latter would not contradict the Master Plan, but on the contrary, could consolidate and further clarify its aims which will remain valid for years to come.