

## A NEW ERA OF PUBLIC ADMINISTRATION TRAINING IN UZBEKISTAN

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The new era of public administration training is characterised by a number of key changes and trends that reflect modern challenges and the demands placed on the civil service. Nowadays, Uzbekistan is implementing large-scale reforms to ensure national prosperity, the well-being of its people, and social peace. These reforms are specifically aimed at improving the system for training, retraining, and upskilling a new generation of professional managers who are patriotic, respectful of human dignity, and have zero tolerance for corruption. The "Uzbekistan - 2030" Strategy, which outlines key priorities for organising government bodies around the principle of "The state in the service of the people," also underscores the strong need for honest, patriotic, and educated management personnel.

This new approach involves incorporating digital technologies into management processes. This requires staff to have skills in using new information systems, analysing big data, and understanding digital security. Modern conditions demand that civil servants can quickly adapt to changes in legislation, the economy, and society. Therefore, training must include elements of critical thinking and problem-solving.

Global challenges such as climate change, social inequality, and pandemics require a comprehensive approach to management. Personnel training should incorporate knowledge from various fields, including economics, sociology, and ecology.

In the context of growing public demand for transparency and accountability, teaching ethical standards and the principles of open governance is becoming a crucial aspect of training. Given the diversity of society, it is also important to develop personnel who can work in a multinational and multicultural environment and take into account the interests of various population groups.

Reforms in public administration are focused on new transformations that consider international experience from countries like Singapore, Finland, Canada, Japan, and Germany, all of which are recognised for their effective public administration. In these countries, the selection of personnel is very rigorous, with significant attention paid to their qualifications and personal qualities. They have also implemented systems for continuous training and retraining. Collaboration between government agencies and universities allows for the creation of programmes that meet contemporary requirements of the labour market and the specific needs of public service. These changes necessitate a revision of traditional approaches to personnel training, the introduction of innovative teaching methods, and the creation of conditions for continuous professional growth.

Responding to global trends and the evolving need for a highly skilled civil service, on May 5, 2025, the President of the Republic of Uzbekistan Shavkat Mirziyoyev signed Decree No. UP-

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78 "Measures to further improve the system of targeted training of promising personnel and their effective integration into public administration and service".<sup>2</sup> The primary objective of these reforms as defined in the Decree is to cultivate a new generation of public administration personnel who are educated, competent, and deeply committed to national service. The decree prioritises the development of a workforce dedicated to implementing state policy, fostering their intellectual and leadership potential, and instilling a culture of strategic thinking, innovation, and proactive engagement in reforms.

To bolster its international standing, the Academy of Public Policy and Administration established an International Academic Advisory Council. This body is charged with aligning the Academy's educational programmes and academic policies with global standards, cultivating partnerships with leading foreign institutions, and pursuing international accreditation. The council also provides strategic guidance on the Academy's development, drawing on insights from global trends. These initiatives are designed to attract international students, facilitate faculty and student exchanges, and enrich the academic environment through lectures on critical topics like strategic thinking and digital transformation.

In the context of globalisation, issues of public policy and administration go beyond national borders. A significant challenge for the Uzbekistani academic community is its limited integration into the global scientific landscape, evidenced by the low participation of domestic scholars in international research projects, such as those sponsored by the European Union. The Academy is actively addressing this gap through collaborative educational and research programmes with several key institutions, such as the Bavarian School of Public Administration in Germany, the Lee Kuan Yew School of Public Policy of the National University of Singapore and the Singapore College of Public Administration, the Russian Presidential Academy of National Economy and Public Administration and the Skolkovo Moscow School of Management, the Korean National Human Resources Development Institute and the Korean Institute of Public Administration.

This cooperation includes the development of human resources in accordance with contemporary requirements, including the introduction of a competency-based model based on the experience of the Bavarian School of Public Administration in Germany. It also includes digitalisation of competency assessment processes for civil servants using the experience of the Korean National Institute for Human Resources Development and the Korean Institute of Public Administration. Furthermore, training, advanced training, retraining and internships for civil servants through joint master's and retraining programs with the Lee Kuan Yew School of Public Policy of the National University of Singapore and the Singapore College of Public Administration, the Russian Presidential Academy of National Economy and Public Administration.

In the 2025-2026 academic year, virtual consultation meetings will be organised between the academies of the Turkic countries of Azerbaijan, Kazakhstan, and Kyrgyzstan to identify mutual needs and areas of cooperation in the implementation of joint projects in the field of public administration. The main priority in expanding cooperation with national and international experts in the field of public policy and administration is the exchange of

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<sup>2</sup> Decree of the President of the Republic of Uzbekistan, No UP-78 (5 May 2025) "On Measures to further improve the system of targeted training of promising personnel and their effective integration into public administration and service". <https://www.lex.uz/ru/docs/7520339>

experience between experts through the organisation of international conferences, symposia and scientific meetings.

In line with Goal 81 of the "Uzbekistan - 2030" Strategy, the nation aims to achieve 100% continuous professional development coverage for its civil servants by 2030. This mandate requires the Academy to provide high-quality training for approximately 120,000 civil servants. This Decree is pivotal to the effective execution of this ambitious plan.<sup>3</sup>

The strategy also places a strong emphasis on the digitalisation of the public administration system. The Academy will strive to be a centre that provides methodological support to government agencies and offers important recommendations for implementing state policy.

Four new centres are being created at the Academy:

- Scientific and Practical Centre for Research on Public Policy and Management;
- Centre for Scientific and Methodological Coordination of Personnel Training in Public Administration;
- Educational Centre for Digital and Artificial Intelligence Technologies in Public Administration, and
- Centre for Online and Distance Learning.

These centres will facilitate an in-depth study of the evolution and future of public policy and administration, leveraging advanced international experience in the effective use of digital and artificial intelligence technologies. They will also help develop uniform state educational requirements for the retraining and upskilling of civil servants, contributing to the modernisation of training programs.

The world is changing and so are approaches to learning. Modern education must adapt to these changes by embracing global trends. This includes incorporating new teaching methods that challenge students and faculty, leveraging emerging technologies like the metaverse, and addressing the new challenges and demands facing modern leaders. The development of joint projects with international scientists from academic and research centres, along with providing opportunities for young scientists, will certainly contribute to the development of breakthrough technologies in public administration. For this kind of integration to be successful, research projects must be long-term, which allows for the formation of scientific schools and the achievement of significant scientific results.

The Academy will also launch academic research centres, programmes for training interdisciplinary analysts, and scientific councils for awarding PhD and DSc degrees in "Public Policy and Administration". Active participation in public policy analysis and development through science will lead to the creation of more effective, fair, and humane solutions for the people, ultimately improving the quality of public service and the services provided to the population.

The expansion of the Academy's scientific research includes conducting scientific research and political analysis, which will allow for a broader use of modern scientific methods in public policy development. New approaches in education are driven by the need to adapt to a rapidly changing world where traditional management methods face new challenges. An emphasis on sustainable development is becoming critical, especially in the context of global issues like climate change and social inequality. New academic curricula are designed to train specialists

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<sup>3</sup> Decree of the President of the Republic of Uzbekistan No UP=6079 (5 October 2020) "On approval of the Strategy "Digital Uzbekistan-2030" and measures for its effective implementation". <https://lex.uz/ru/docs/5031048>

who can effectively address these modern challenges. Interdisciplinarity, practical learning, the use of digital technologies, an emphasis on sustainable development and a global perspective are all important elements that will help create a more adaptive and effective educational space for future leaders in public policy and administration.

New curricula organised at the Academy are developed based on global standards. For instance, Master's degree programmes in areas like Public Administration, Public Policy, and Human Resource Development now provide in-depth knowledge over a period of up to 18 months, with applicants accepted on both a state-ordered and fee-based contract basis. Executive-level programmes like the Executive MPA and Executive MBA will also be offered, focusing on skills such as digital competencies, strategic analysis, project management, and leadership potential. The introduction of innovative education and modern educational standards are key measures, and the Academy will develop special programmes for training political and administrative leaders.

In the field of education, key measures have been implemented to introduce innovative learning and training methods, establish modern educational standards, and update public administration curricula. In alignment with its new mission and objectives, the Academy will develop and organise modern executive training programmes and innovative teaching methods. Additionally, the Academy will create specialised programmes for the development of political and administrative leaders.

A Competence Centre will be created to train civil servants and employees of analytical and research structures in strategic analysis, planning, and modern management methods. This centre will also develop unified standards for analytical activities, provide scientific and methodological assistance for implementing digital and artificial intelligence technologies, and prepare practical analytical solutions for government programs and reforms with the involvement of local and international experts.

The Competence Centre plays a vital role in fostering a progressive analytical and strategic mindset in public administration, introducing modern decision-making mechanisms, and enhancing the potential of civil servants. Its work will increase the efficiency of state bodies and the effectiveness of reforms.

Working in the civil service will become a symbol of pride and honour, supported by a new cluster system for training public administration personnel and appointing them to responsible positions. This system includes the Civil Service Development Agency, the Academy of Public Policy and Administration, and the *El-Yurt Umidi* Foundation. While the Academy and the Foundation are responsible for training and retraining promising personnel, the Agency handles their employment and presents candidates for retraining. This new approach aims to increase the efficiency of the civil service by creating a highly qualified, knowledgeable, responsible, and patriotic workforce and strengthening the connection between educational, scientific, and practical activities.

This will establish a targeted, professional, and systematic training system in public administration, ensuring a highly competitive pool of personnel with modern skills. Education, research, and practice will be closely interconnected, and current public administration problems will receive scientific solutions that can be implemented effectively.

The innovations being implemented will serve as a solid foundation for reforming the civil service and developing public administration based on human capital. The results of these

efforts will be seen, first and foremost, in civil servants who are close to the people, active, responsible, and work with a focus on achieving results.