

## IMPROVING THE MECHANISMS FOR THE DEVELOPMENT OF THE SOCIAL SERVICE DELIVERY SYSTEM

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### Abstract:

The article examines the organizational and economic mechanisms for developing the social service delivery system in Uzbekistan and explores practical directions for their improvement. Special attention is given to the modernization of social protection through digital technologies and innovative management tools. The study highlights the growing importance of human-centered and inclusive approaches in enhancing the quality of life and ensuring social justice. It also analyzes the role of local governance institutions in expanding access to services and strengthening public trust in the social protection system.

**Keywords:** social services, social protection, management mechanism, digital transformation, innovation, mahalla (community) institution, human capital.

### Annotatsiya:

Ushbu maqola O'zbekistonda ijtimoiy xizmatlar ko'rsatish tizimini rivojlantirishning tashkiliy-iqtisodiy mexanizmlarini ko'rib chiqadi va ularni takomillashtirishning amaliy yo'nalishlarini o'rganadi. Raqamli texnologiyalar va innovatsion boshqaruv vositalarini joriy etish orqali aholini ijtimoiy muhofaza qilishni modernizatsiya qilishga alohida e'tibor qaratilmoqda. Tadqiqotda hayot sifatini oshirish va ijtimoiy adolatni ta'minlashda odamlarga yo'naltirilgan va inklyuziv yondashuvlarning ahamiyati ortib borayotgani ta'kidlangan. Shuningdek, mahalliy davlat hokimiyati organlarining xizmatlardan foydalanish imkoniyatlarini kengaytirish va aholining ijtimoiy himoya tizimiga ishonchini mustahkamlashdagi roli tahlil qilingan.

**Аннотация:** В статье рассматриваются организационно-экономические механизмы развития системы предоставления социальных услуг в Узбекистане и определяются практические направления её совершенствования. Особое внимание уделено модернизации системы социальной защиты на основе цифровых технологий и инновационных инструментов управления. В исследовании подчёркивается возрастающее значение человекоориентированных и инклюзивных подходов, способствующих повышению качества жизни населения и обеспечению социальной

справедливости. Также анализируется роль институтов местного самоуправления (махаллей) в расширении доступа граждан к социальным услугам и укреплении общественного доверия к системе социальной защиты.

**Ключевые слова:** социальные услуги, социальная защита, механизм управления, цифровая трансформация, инновации, институт махалли, человеческий капитал.

**Annotatsiya:** Ushbu maqola O'zbekistonda ijtimoiy xizmatlar ko'rsatish tizimini rivojlantirishning tashkiliy-iqtisodiy mexanizmlarini o'rganadi va uni takomillashtirishning amaliy yo'nalishlarini belgilab beradi. Raqamli texnologiyalar va innovatsion boshqaruv vositalaridan foydalangan holda ijtimoiy himoya tizimini modernizatsiya qilishga alohida e'tibor qaratilmoqda. Tadqiqot hayot sifatini yaxshilash va ijtimoiy adolatni ta'minlashga hissa qo'shadigan odamlarga yo'naltirilgan va inklyuziv yondashuvlarning ahamiyati ortib borayotganini ta'kidlaydi. Fuqarolarning ijtimoiy xizmatlardan foydalanish imkoniyatlarini kengaytirish va aholining ijtimoiy himoya tizimiga ishonchini mustahkamlashda mahalliy davlat hokimiyati organlarining (mahallalarning) o'rni ham tahlil qilingan.

**Kalit so'zlar:** ijtimoiy xizmatlar, ijtimoiy himoya, boshqaruv mexanizmi, raqamli transformatsiya, innovatsiyalar, mahalla instituti, inson kapitali.

## Introduction.

In today's global economic environment, the development of the social service delivery system has become one of the key priorities of social policy in every nation. This process aims to improve living standards, ensure social justice, and fully realize the potential of human capital. Therefore, expanding the coverage and quality of social services, and introducing efficient mechanisms that respond quickly to citizens' needs, is of critical importance.

In recent years, Uzbekistan has implemented large-scale reforms to strengthen social protection, support vulnerable population groups, and modernize public service delivery systems that directly affect the quality of life. State policy has increasingly focused on ensuring social stability and creating favorable living conditions for every citizen. Within this framework, new models of governance and service delivery, closer to citizens' needs, are being institutionalized.

In particular, the Presidential Decree No. PF-158 of September 13, 2023, "Uzbekistan-2030 Development Strategy," the Presidential Decree No. PF-82 of June 1, 2023, "On measures to organize high-quality social services and assistance to the population and to establish an effective monitoring system," and the "Hamroh" (Companion) Program play a crucial role in



introducing a citizen-oriented model of social services. These initiatives focus on establishing a digital, integrated, and equitable system of social protection and services.

At present, improving the mechanisms for the development of the social service system contributes not only to increasing governance efficiency but also to reducing poverty, strengthening social stability, and improving citizens' well-being. Therefore, the introduction of advanced management tools, digital technologies, and new locally adaptive models remains a top policy priority.

**Main Discussion.** The social service system represents the practical expression of state social policy and directly influences living standards, social equity, and human capital development. Its effectiveness is closely linked to public trust in government and the level of social cohesion in society. Consequently, revising the essence and scope of social services, aligning them with modern demands, and implementing innovative management mechanisms are vital.

1. Institutional reforms are the cornerstone of improving social service efficiency. Strengthening cooperation between the state, non-governmental, and private sectors is essential. Public-private partnerships (PPP) in social service centers allow for a diversified range of services, faster response to citizen needs, and enhanced service quality.

2. Digital transformation has elevated the system to a new stage. The introduction of digital platforms providing “one-stop” access to services enhances convenience and resource efficiency. For instance, the Unified Social Protection Register allows real-time identification of vulnerable groups and ensures transparent, automated distribution of social assistance, minimizing human bias and bureaucracy.

3. Improving service quality assessment is also essential. Uzbekistan has begun adopting international indicators such as service satisfaction rate, coverage coefficient, service delivery time, and affordability index to evaluate social service performance. These indicators enable data-based management decisions and ensure accountability.

In the context of the digital economy, the delivery of social services through electronic platforms has expanded significantly. Within the framework of the “Hamroh” Program, over 1.2 million citizens received social and legal assistance electronically in 2024, increasing service coverage by 30%. Through the “E-Social Services” system, citizens can now submit applications online, book appointments, process documents, and monitor results — all digitally.

The mahalla (community) institution serves as the “first link” in the social service system, ensuring a localized and personalized approach. The “Work by Mahalla” model, introduced in 2023, has increased system efficiency by enabling the registration and monitoring of vulnerable citizens at the neighborhood level.

Finally, human resource development in social services remains vital. Continuous professional training for social workers, psychologists, and counselors — based on international experience

and modern education programs — is crucial to improving both service quality and the human-centered nature of the system.

### **Conclusion and Recommendations.**

In conclusion, the development of social service mechanisms in Uzbekistan requires a comprehensive and integrated approach that combines efficiency, innovation, and human-centered management. To achieve this, several strategic measures should be undertaken.

First, promoting competition within the social services market will increase operational efficiency, service quality, and stimulate innovation. By encouraging diverse providers to participate, the system will become more dynamic and responsive to citizens' needs.

Second, expanding public-private partnerships (PPP) is crucial for creating modern and innovative service centers. Through the collaboration of government agencies, private clinics, and non-governmental organizations, it is possible to improve the accessibility and quality of services, diversify funding sources, and strengthen the sustainability of the social service infrastructure.

Third, it is recommended to introduce a Social KPI Index to evaluate the effectiveness and social impact of the provided services. Such an index will help measure the outcomes of social assistance programs objectively, ensuring accountability and transparency at all levels of management.

Fourth, regular sociological surveys should be conducted to assess citizens' satisfaction with social support programs and to identify systemic bottlenecks that hinder efficiency and equity in service delivery. The feedback collected from citizens will serve as an important foundation for evidence-based policy adjustments.

Overall, the implementation of these measures will contribute to building a citizen-oriented, innovative, and digitally integrated social service system that promotes social justice, inclusiveness, and human capital development in Uzbekistan. This, in turn, will enhance social cohesion and strengthen the country's long-term socio-economic stability.

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