As an integral continuation of the **Strategy of Actions**, the most critical document directly related to the future of Uzbekistan – the Decree of the President of Uzbekistan, «**On the Development Strategy of New Uzbekistan for 2022-2026**», was adopted. Uzbekistan derived the Development Strategy for the near future from this foundational document.

The Development Strategy of the New Uzbekistan aims to achieve **100 goals** within the **seven priority areas** of development of Uzbekistan for the next five years. Efforts to achieve these goals are also evident. They, in turn, make it much easier to control efficiency and effectiveness. In other words, the government introduced a **system of evaluating the effectiveness** of planned reforms following the **level of achievement of development goals**.

The **Development Strategy Centre** plans to prepare and present several brochures, collections, and other promotional materials to the national and international community that outline how the Development Strategy and the State Programs are to be implemented and ensured.

This collection will give you a brief overview of the Development Strategy, thus the essential socio-political and socio-economic reforms Uzbekistan seeks to actualize over the next five years.
DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026

1. TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

2. TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY

3. TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

4. TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT

5. TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP

6. TO APPROACH GLOBAL CHALLENGES THROUGH THE LENS OF OUR NATIONAL INTERESTS

7. TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY
1. To build a people’s state by elevating human dignity and the furtherance of a civil society.
## Development Strategy of New Uzbekistan for 2022-2026

TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Improve the efficiency of the institution of the mahalla, turning it into a vital instrument of public administration and oversight.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 2</td>
<td>Transform Councils of People’s Deputies into an integral entity responsible for resolving regional issues.</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Adapt the institutional framework of local public authorities to modern processes and procedures.</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Transform leadership principles among local authorities into an ethic of ‘servant leaders’.</td>
</tr>
<tr>
<td>Goal 5</td>
<td>Introduce of a compact, professional, fair, high-performance public administration system.</td>
</tr>
<tr>
<td>Goal 6</td>
<td>Streamline administrative structures in the public administration system through optimising work processes.</td>
</tr>
<tr>
<td>Goal 7</td>
<td>Further increase the role of the chambers of the Oliy Majlis and political parties to assure the consistent continuation of reforms in the country.</td>
</tr>
<tr>
<td>Goal 8</td>
<td>Modernise regulatory processes, ensure strict implementation of legislation.</td>
</tr>
<tr>
<td>Goal 9</td>
<td>Develop an “e-government” system that increases the share of e-government services to 100% and eliminates bureaucratic challenges for our citizens.</td>
</tr>
<tr>
<td>Goal 10</td>
<td>Organise the civil service system along with modern standards.</td>
</tr>
<tr>
<td>Goal 11</td>
<td>Develop effective mechanisms for communication with the public.</td>
</tr>
<tr>
<td>Goal 12</td>
<td>Improve the organisational and legal framework for effective public oversight.</td>
</tr>
</tbody>
</table>
Improve the efficiency of the institution of the mahalla

1. **Mitigate socio-economic challenges in the regions**
2. **Strengthening financial independence of Mahallas**
3. **Ensuring direct communication with government agencies**
4. **Digitalisation of the citizen-centred administrative processes in mahallas**
5. **Creating a system for citizens allowing direct communication with public bodies from mahalla**
6. **Providing state and social services directly through mahalla institutions**
7. **Strengthening the state support system based on “growth points” of mahallas**
8. **Ensuring the effective functioning of the Assistant to the Khokim institution**
Strengthen control over the activities of the regional executive bodies

Increase the role of the Councils of People’s Deputies in resolving the issues in mahallas

Enhancing the Councils of People’s Deputies’s responsibility in forming and implementing regional budgets

Forming a permanent deputy corps facility in the Councils of People’s Deputies
TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

Further expand the capacity of local governments

- Expand the financial capacity
- Form a mandate of roles and responsibilities for regional public works
- Increase public accountability for public
- Introduction of IT among local governance bodies
- Create a legal basis for the election of Khokims
- Launch of more than 40 data collection analytical geoportals of regions
1 TO BUILD A PEOPLE'S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

- Revise the current public administration system
- Establish precise legal mechanisms and procedures for establishing and liquidating ministries and departments
- Formulate clear criteria for the rational use of human and material resources
- Eliminate conflicts of interest through the involvement of the general public
- Serve citizens based on “The State Remains People’s Servant” leadership principle

Transform leadership principles among local authorities into an ethic of ‘servant leaders’
Introduction of a compact public administration system

1. Increasing independence of ministries and state bodies
2. Ensure effective implementation of decisions and resolutions
3. Strengthening the responsibility and accountability of state administrative bodies in resolving territorial issues
4. Create a new system in planning strategic directions
5. Improving the quality of administrative management processes

TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY
Streamline administrative structures in the public administration system

1. TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

- Increase 3 fold the number of some public functions transferred to the private sector
- Expand public-private partnerships
- Widely introduce digital technologies
- Accelerate decentralisation of public administration
- Ensure the transparency of government agencies
### Development Strategy Center

**1. TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY**

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen the role of the Parliament in the system of state power</td>
<td></td>
</tr>
<tr>
<td>Expanding Parliament’s powers in addressing important domestic and foreign policy issues</td>
<td></td>
</tr>
<tr>
<td>Expanding parliamentary participation in ensuring the unconditional and full implementation of adopted laws into practice</td>
<td></td>
</tr>
<tr>
<td>Encourage the public’s initiative in developing administrative processes to assure citizen participation</td>
<td></td>
</tr>
<tr>
<td>Introduce a broad practice of working directly with the regions</td>
<td></td>
</tr>
<tr>
<td>Strengthening the participation of deputies and senators elected from the relevant region in the discussion of regional development and investment programs</td>
<td></td>
</tr>
<tr>
<td>Connecting parliamentarians with their constituents via &quot;e-parliament&quot;</td>
<td></td>
</tr>
<tr>
<td>Digitise the process of discussing and resolving issues and grievances among voters</td>
<td></td>
</tr>
</tbody>
</table>

Further increase the role of the chambers of the Oliy Majlis and political parties.
TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

Regulatory processes and ensuring strict implementation of legislation

- Improve the practice of consulting with civil society institutions in the regulatory process
- Legal regulation of social relations
- Applying elements of the "smart regulation" model
- Revise the requirements for modern technology and digital activities
- Reduce the number of government agencies authorised to adopt by laws

- Mitigate the “regulatory burden” in the fields
- Reduce the volume of legislative documents
- Systematisation of regulations governing the activities of government agencies
- Develop the concept of legislative innovation
### TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increases the share of e-government services to 100%</td>
<td>Simplify public services for the elderly and people with disabilities</td>
</tr>
<tr>
<td>Expand the provision of public services through mobile applications</td>
<td>Implement “Digital Office” project</td>
</tr>
<tr>
<td>Introduce a Mobile ID system</td>
<td>Introduction of Digital Citizen Passports</td>
</tr>
<tr>
<td>Introduction exchange of information between government agencies and private commercial organisations through the “e-government” system</td>
<td>Expand the practice of providing public services to citizens broadly</td>
</tr>
<tr>
<td>Transfer 20% of public services to the private sector</td>
<td></td>
</tr>
</tbody>
</table>

Develop an "e-government" system
### Modernisation of the civil service system

<table>
<thead>
<tr>
<th>Improvement Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminate factors that contribute to corruption in the civil service</td>
<td>Improve the system of professional training, pay and social security benefits for civil servants</td>
</tr>
<tr>
<td>Recruiting personnel on a competitive basis</td>
<td>Form the National Personnel Reserve</td>
</tr>
<tr>
<td>Evaluating the performance of civil servants and government agencies based on key performance indicators (KPIs)</td>
<td>Implement &quot;Digital Civil Service&quot; project</td>
</tr>
<tr>
<td>Introduce a &quot;National Rating&quot; system</td>
<td>Revise the requirements for working hours and labour standards</td>
</tr>
</tbody>
</table>
Develop effective mechanisms for communication with the public

Taking essential decisions after consultations with the public

Forming a digital control that monitors response time for appeals to government agencies and the quality of their consideration

Ensure prompt and professional processing of appeals, especially those that affect the daily life of citizens

Ensure the consistent implementation of the national program “Citizen’s State”

Organise the activities of the Public Chamber effectively
## TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

<table>
<thead>
<tr>
<th>Develop modern forms of public control by evaluating regional, sectoral and state programs based on collective appeals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen the role of media and protect the professional activities of journalists</td>
</tr>
<tr>
<td>Conduct public surveys when evaluating the activities of public authorities</td>
</tr>
<tr>
<td>Strengthen the role of media when assessing the status of implementation of reforms</td>
</tr>
<tr>
<td>Implementing the practice of open public discussions of identified shortcomings</td>
</tr>
<tr>
<td>Elevate social partnerships</td>
</tr>
<tr>
<td>Elevate the socio-political activities of the population and improve the culture surrounding elections</td>
</tr>
<tr>
<td>Doubling state financial support to non-governmental, non-profit organisations and other civil society institutions</td>
</tr>
<tr>
<td>Implement international election standards into national legislation</td>
</tr>
<tr>
<td>Increase the public funds’ funding sevenfold under the Kengashes of Peoples’ Deputies, which support non-governmental, non-profit organisations, and other civil society institutions</td>
</tr>
</tbody>
</table>

### Improve the organisational and legal framework for effective public oversight

1. Develop modern forms of public control by evaluating regional, sectoral and state programs based on collective appeals.
2. Strengthen the role of media and protect the professional activities of journalists.
3. Conduct public surveys when evaluating the activities of public authorities.
4. Strengthen the role of media when assessing the status of implementation of reforms.
5. Implementing the practice of open public discussions of identified shortcomings.
6. Elevate social partnerships.
7. Elevate the socio-political activities of the population and improve the culture surrounding elections.
8. Doubling state financial support to non-governmental, non-profit organisations and other civil society institutions.
9. Implement international election standards into national legislation.
10. Increase the public funds’ funding sevenfold under the Kengashes of Peoples’ Deputies, which support non-governmental, non-profit organisations, and other civil society institutions.
2 TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY
TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY

**Goal 13:** Protect property rights’ inviolability by limiting the illegal interference of state bodies in property relations.

**Goal 14:** Ensure the rule of law and constitutional legality, and define the honour and dignity of the individual as the main criterion of this process.

**Goal 15:** Develop effective judicial oversight over the activities of government agencies and officials through increasing citizens’ and business’ access to the legal system.

**Goal 16:** Ensure public security by creating an effective system that alleviates the socio-economic conditions that lead to criminality.

**Goal 17:** Create a new image of law enforcement agencies and direct their activities to effectively protect the interests, dignity, rights, and freedoms of the people.

**Goal 18:** Ensure timely execution of court orders and orders originating from other state bodies.

**Goal 19:** Increase through gradual reform the presence of the institution of the Bar Association as a means to protecting human rights, freedoms and legitimate interests, as well as to fully meet the needs of the population and business entities for qualified legal services.

**Goal 20:** Develop an active civil society among citizens by fostering respect and compliance toward the law.
2. Limiting the illegal interference of state bodies in property relations

3. Strengthen guarantees of the inviolability and protection of private property

4. Strict provision of property rights, including rights to land ownership

5. Define the supremacy of private property as a fundamental right

6. Introducing a system for protecting the rights and interests of those who have obtained property based on official guidelines promulgated from a state body
Adhere to internationally recognised rights for prisoners and convicts, assuring effective mechanisms for their post-release re-acclimation and reintroduction into society

Strengthen public control through the rigorous enforcement of the rule of law and the introduction of digital technologies

Simplify the registration system for citizens’ places of residence

Continue a consistent policy of liberalising in the penal enforcement system

Adopt special legislation to prevent torture

Form a juvenile justice system and codify legislation on children’s rights
## 2. Establish effective judicial oversight and increasing access to justice

TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY

<table>
<thead>
<tr>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>Expand the scope of judicial oversight by improving the system of reviewing appeals against officials' decisions in administrative courts</td>
</tr>
<tr>
<td>Strengthen judicial oversight over investigations by further developing the Habeas Corpus</td>
</tr>
<tr>
<td>Introduce the principle of &quot;single window&quot; into the judicial system</td>
</tr>
<tr>
<td>Create the necessary organisational and legal conditions for the widespread use of alternative methods of conflict resolution, further expanding the scope of the reconciliation institute</td>
</tr>
<tr>
<td>Eliminate bureaucratic hurdles and barriers to justice</td>
</tr>
<tr>
<td>Widely implementation of the principles of judges maintaining autonomy among the other branches of government</td>
</tr>
<tr>
<td>Ensure openness and transparency in forming the judiciary</td>
</tr>
<tr>
<td>Implement principles of equal representation under the law among all litigants during legal proceedings</td>
</tr>
<tr>
<td>Digitise the judicial system</td>
</tr>
<tr>
<td>Enhance the role of the community of judges</td>
</tr>
<tr>
<td>Creation of effective mechanisms to prevent unlawful influence on judges</td>
</tr>
<tr>
<td>Introduce democratic principles such as elections and accountability in appointments within the judiciary</td>
</tr>
</tbody>
</table>
2. To establish the principles of justice and the rule of law as the most fundamental and critical conditions for development in our country

- Reform systems meant to prevent criminality
- Raise neighbourhood policing presence and practices to professional levels
- Abolish the practice of detaining citizens at the Department of Internal Affairs for interrogation and inspection through modern information technologies
- Reduce vehicular deaths by improving road infrastructure and creating safe traffic conditions
- Complete digitisation of the traffic management systems and ensuring broad public participation in these developments

Ensure public security
2. TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on community policing</td>
<td>Establish the principle &quot;Law is a priority, punishment is inevitable&quot; as a fundamental tenet</td>
</tr>
<tr>
<td>Create a solid legal framework for a transparent and just prosecutor’s office by ensuring the rule of law</td>
<td>Strengthen oversight of operational and investigative activities</td>
</tr>
<tr>
<td>Introduce effective mechanisms to assure the dignity and freedom of citizens</td>
<td>Reform the crime reporting system among law enforcement agencies</td>
</tr>
<tr>
<td>Use modern methods to prevent the concealment of criminal activity</td>
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</tr>
</tbody>
</table>

Creating a new image of law enforcement bodies and directing their activities to effectively protect the people's interests, dignity, rights, and freedoms
2 TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY

- Implementation of effective mechanisms for the execution of judicial acts and acts of other bodies
- Expand the use of alternatives, including out of court methods of executing judicial acts and acts of other bodies
- Gradual implementation of international standards in the activities of enforcement agencies and the transfer of certain functions (except for judicial acts) to the private sector
- Reducing the burden on state executors
Development Strategy Center

2

TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY

- Transform the institution of the Bar Association into a fully self-governing system
- Strengthening the accountability of the governing bodies of the Chamber of Lawyers to the Bar Association community
- Form modern and effective mechanisms and institutional frameworks to develop professional lawyers and legal practitioners
- Introducing modern information technologies
- Expand the scope of free legal aid
- Ensuring hassle-free access to the services of notaries and civil registry offices without red-tape, including remotely and based on the “one-stop-shop” principle

Increase the role of the Bar Association as a means to protecting human rights, freedoms and legitimate interests
TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY

Develop an active civil society among citizens

1. Elevate awareness among our citizens of the rule of law culture
2. Establishing effective cooperation between government agencies and civil society institutions, the media and educational organisations
3. Launching of the "Legal Tech" platform, which allows entrepreneurs and the population, especially the poor, to prepare legal documents without the involvement of a lawyer
3 TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH
DEVELOPMENT STRATEGY
OF NEW UZBEKISTAN FOR 2022-2026

TO DEVELOP A ROBUST NATIONAL ECONOMY
THAT ENSURES RAPID GROWTH

Goal 21:
Increase gross domestic product per capita in the next five years by 1.6 times and per capita income by 2030 – over 4 thousand dollars by ensuring stable high growth rates in sectors of the economy, as well as creating a ground for joining the “Upper Middle-Income Countries”.

Goal 22:
Increase the volume of industrial production by 1.4 times by continuing the industrial policy to ensure the stability of the national economy and increase the share of industry in GDP.

Goal 23:
To increase dramatically the volume of geological prospecting activities, broad involvement of private investors and leading foreign companies in industry development.

Goal 24:
Provide an uninterrupted supply of electricity into the economy and the active introduction of “green economy” technologies in all sectors, increasing the economy’s energy efficiency by 20%.

Goal 25:
Increase the size of the digital economy by at least 2.5 times, making it the primary economic driver of the economy.

Goal 26:
Improve Uzbekistan’s investment climate. Take measures to attract $120 billion, including $70 billion in foreign investment, over the next five years.

Goal 27:
Expand the economy’s financial resources through an increase stock market turnover from $ 200 million to $ 7 billion over the next 5 years.

Goal 28:
Bring the country’s exports to $30 billion by 2026 by increasing the country’s export potential.
DEVELOPMENT STRATEGY
OF NEW UZBEKISTAN FOR 2022-2026

TO DEVELOP A ROBUST NATIONAL ECONOMY
THAT ENSURES RAPID GROWTH

Goal 29:
Create conditions conducive to entrepreneurial activity and the formation of sustainable sources of income, increasing the share of the private sector in GDP to 80% and exports to 60%.

Goal 30:
Multiple the income of farmers by at least 2 times through intensive development of agriculture on a scientific basis, increasing the annual growth of agriculture to at least 5%.

Goal 31:
Reform the water management system and implement a separate state program on the water economy.

Goal 32:
Expand the livestock feed base and increase production by 1.5-2 times.

Goal 33:
Increase the regional economy by 1.4-1.6 times through proportional development of the regions.

Goal 34:
Develop engineering-communication and social infrastructure systems and services in the regions.

Goal 35:
Attract 12 million tourists through the “Travel Across Uzbekistan” program and increase the number of foreign tourists visiting the country to 9 million.

Goal 36:
Develop a unified transport system connecting all modes of transport, both inner-city transport and between major metropolitan transportation hubs.
### Development Strategy Center

#### Ensuring stable high growth rates in sectors of the economy

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
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<tbody>
<tr>
<td>Increase GDP per capita in the next five years by 1.6 times</td>
<td></td>
</tr>
<tr>
<td>Gradually reduce the annual inflation rate to 5% by 2023</td>
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<tr>
<td>Increase per capita income by 2030 over 4 thousand dollars</td>
<td></td>
</tr>
<tr>
<td>Reduce the state budget deficit and ensure that from 2023 it will not exceed 3% of GDP</td>
<td></td>
</tr>
<tr>
<td>Creating a ground for joining the “Upper Middle-Income Countries”</td>
<td></td>
</tr>
<tr>
<td>Organise the spending of at least 5% of each district’s budget to address the most pressing issues based on proposals from the population under the program “Citizens’ Budget”</td>
<td></td>
</tr>
<tr>
<td>Ensure public debt management is managed — under the guidance that the amount of newly borrowed external debt does not exceed $ 4.5 billion per year</td>
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</tr>
</tbody>
</table>
Increase the volume of industrial production by 1.4 times

- Liberalise leading industries and carry out economic reform
- Liberalise energy resources and natural gas markets by introducing social consumption norms to attract more private investment in the sector and protect the needy
- Establish a copper industry cluster: To double the production of copper
- Produce $2 billion worth of products in the chemical industry through the development of the chemical and gas-chemical industries and the increase in the rate of natural gas processing from 8% to 20%

Completion of processes of transformation
Ensure an uninterrupted supply of oil and gas products to the economy and the population
Increase the volume of industrial production by 1.4 times

(Continued)

Development of cooperation in the automotive industry:

- Increase the volume of production by 1.4 times, exports by 2 times

Development of the building materials industry:

- Double the production of construction materials

Development of the textile industry:

- Increase the production of textile products by 2 times

Organisation of agricultural machinery production in Chirchik in a single industrial cluster
Increase the volume of industrial production by 1.4 times

(Continued)
Increase the volume of industrial production by 1.4 times

(Continued)

Increase the production of furniture by 2.8 times

Implement and further develop the food industry development program

TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH
3 TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

- Increase dramatically the volume of geological prospecting activities
- Involve a broad range of local and foreign investors in geological prospecting and mining in promising areas through a transparent process
- Expand the mineral resource base needed for the economy
- Increase production volumes of hydrocarbon raw materials
- Establish a training program for qualified personnel
- Widespread introduction of modern educational standards in geology
Providing an uninterrupted supply of electricity into the economy

TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

- Introduction of “green economy” technologies in all sectors
- Ensure the stable operation of Uzbekistan’s energy grid along with neighbouring countries' energy infrastructure
- Increase the energy efficiency of the economy by 20%
- Reduce losses in industrial sectors
- Increase electricity generation by an additional 30 billion kWh by 2026 to 100 billion kWh
- Increase resource efficiency
- Reduce emissions by 8 million tons by increasing the share of renewable energy sources to 25% by 2026
- Proliferate widespread use of renewable energy sources
- Save about 3 billion cubic meters of natural gas per year
- Take measures to encourage the production and use of electric vehicles
- Increase the energy efficiency of the economy by 20%
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### 3 TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

| Increase the size of the digital economy by at least 2.5 times | Proliferate among all settlements and social facilities, as well as highways with broadband networks |
| Increase the level of digitalisation of production and operational processes in the real sectors of the economy to 70% | Further development of digital infrastructure |

**Making digital economy the primary economic driver of the economy**

- **Increase the size of the software products industry by 5 times**
- **Export by 10 times bringing to $500 million**
Establish foreign economic relations between the regions of the republic with foreign business, including development of investment and foreign trade relations with the business community:

- Syrdarya region
  - People’s Republic of China
- Surkhandarya region
  - Russian Federation
- Jizzakh region
  - India
TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

Provide practical assistance to entrepreneurs by establishing:

- “Investor Support Centre” in Surkhandarya region
- “Centre for Advanced Projects and Engineering” in Tashkent
- “Business Support Centre” by Navoi Mining and Metallurgical Combine in Navoi region
- “Innovation and Technology Centres” in each district

Hold, beginning in 2022, an annual “Tashkent International Investment Forum” in Tashkent

Improve Uzbekistan’s investment climate
3. **TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH**

- **Expand the economy’s financial resources**
  - Increase stock market turnover from $200 million to $7 billion over the next 5 years
  - Privatisation of large enterprises and their shares (shares) through the stock exchange
  - Complete the present transformation process in commercial banks which have a public share
  - Increase the share of the private sector in bank assets to 60%
### Increasing the country’s export potential

**TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
</tr>
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<tbody>
<tr>
<td>Bring the country’s exports to $30 billion</td>
<td>Improve the system of organisational and financial assistance to exporting enterprises</td>
</tr>
<tr>
<td>Develop further the export potential of local industries</td>
<td>Expand the volume of finished and semi-finished products in exports by 3.3 times</td>
</tr>
<tr>
<td>Introduce standards that meet foreign and international requirements</td>
<td>Expand exports of finished products to European countries under the GSP + system</td>
</tr>
<tr>
<td>Elevate the share of the private sector in exports to 60%</td>
<td>Increase the number of exporting enterprises from the current 6,500 to 15,000, and the export geography of goods from 115 to 150</td>
</tr>
<tr>
<td>Triple the export of vehicles and bring it to $1 billion</td>
<td>Select 200 exporters, through open competition, provide them with comprehensive support to achieve success in foreign markets</td>
</tr>
<tr>
<td>Increase exports of services, by 1.7 times or up to $4.3 billion</td>
<td>Establish free trade zones in the border areas with neighbouring countries</td>
</tr>
</tbody>
</table>
Create conditions conducive to entrepreneurial activity

- Increasing the share of the private sector in GDP to 80% and exports to 60%
- Conduct the “Open dialogue” of the President of Uzbekistan with entrepreneurs annually
- Initiate 200 new industrial zones in the regions
- Development of a system of business incubators
- Create favourable conditions for business development in economically challenged areas
- Development of factoring

- Reduce the tax burden on businesses by 2026 from 27.5% to 25% of GDP
- Improve the functioning of existing structures to support entrepreneurship in the regions, reduce unemployment and poverty
- Provide start-ups with the information and resources they need to thrive
- Mitigate and prevent substandard construction practices
- Reduce public participation in the economy and paving the way for the private sector
- Expanding the introduction of free-market principles in economic relations
Intensive development of agriculture

Achieve annual growth rates of at least 5%

Expand the scope of state support

Increase incomes by at least 2 times through intensive development of agriculture on a scientific basis

Implement new insurance mechanisms

Focus specialisation districts’ cultivation programs in products appropriate to their climates

Commission 464 thousand hectares and allocate parcels that are open for bid through open selection

Reduce 200,000 hectares from cotton and grain use while providing long-term lease to population on the basis of open competition

Grow export-oriented products through developing fruits and vegetable production:

- Increase the export potential by another $1 billion
- Increase the area of intensive orchards by 3 times
- Greenhouses by 2 times

Increase the export potential by another $1 billion
Intensive development of agriculture

(Continued)

TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

- Protect soil fertility
- Increasing the number of modern laboratories
- Improving the system of agricultural services based on science and innovation
- Implement a national program for seed and seedling cultivation
- Supplying the raw materials to agro-industrial enterprises and increasing production by 1.5 times
- Establishment of the International University of Agriculture
- Development of agrological centres
- Deepening the integration of science and practice in agriculture
3 TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

Reform the water management system

- Save at least 7 billion cubic meters of water annually
- Reduce electricity consumption at water facilities
- Manage water facilities based on public-private partnership

Expansion of livestock feed base

- Increase the volume of livestock production by 1.5-2 times
3 TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

Increase the regional economy by 1.4-1.6 times

Implement five-year regional programs

Develop and implement a practical socio-economic development program for cities and districts with an “unsatisfactory” rating

Improve further urbanisation policies:

Take measures to transform Samarkand and Namangan into “Million-strong cities”

Construct and commission the several districts of New Andijan to achieve a population of 450,000

Increase the level of urbanisation of Kashkadarya region by 50%

Proportional development of the regions
<table>
<thead>
<tr>
<th><strong>Introduce an Urban Convenience Index</strong></th>
<th><strong>Regulate the technical standards within the construction industry</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the quality of digitalisation, construction and design of cities and development within the “smart city” framework</td>
<td></td>
</tr>
<tr>
<td>Establish “INNO” innovative training and production technopark created in Tashkent in 4 regions</td>
<td></td>
</tr>
<tr>
<td>Align scientific research in architecture and construction in higher education facilities – with practice</td>
<td></td>
</tr>
<tr>
<td>Construct more than 19 million square meters of modern housing in regional cities based on urban renovation and housing programs</td>
<td></td>
</tr>
<tr>
<td>Create conditions for the relocation of more than 275 thousand families to new housing areas</td>
<td></td>
</tr>
</tbody>
</table>
Focus on the construction of engineering, communication and social infrastructure facilities of the regions within the “Obod Qishloq” and “Obod Mahalla” programs.

**Construct and renovate approximately:**

- 80,000 kilometres of main and distribution power lines
- More than 20,000 transformer stations
- More than 200 substations
- Increase the level of drinking water supply to 87% of the population
- Modernisation of sewage systems in 32 major cities and 155 district centres
- Introduce modern technologies for remote sensing and repair water intrusion points in water supply pipes via satellite technology

Develop engineering-communication and social infrastructure systems and services in the regions.
3 TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

Develop engineering-communication and social infrastructure systems and services in the regions

(Continued)

To develop trade and road services in the regions of the country, establish:

- 130 modern markets and shopping malls
- 65 large
- 5,000 small service facilities

Reduce the share of the shadow economy in the service sector by 3 times

Construct new public-private partnership facilities in Tashkent to move the wastewater treatment system out of the city

Multiple the volume of services by 3 times and create a total of 3.5 mil new jobs in this direction

Develop paid service points in urban and district centres, such as paid plumbing, electricity, repair of household appliances, catering

(Continued)
3. TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

### Development of Tourism

- Attract 12 million tourists
- Implement widespread barrier-free tourism infrastructure
- Increase the number of foreign tourists visiting the country to 9 million
- Double the number of people employed in tourism sphere and bring it to 520,000
- Adopt a state program to develop tourism and cultural heritage infrastructure and the effective use of more than 8,000 cultural heritage sites

**in Zaamin, Forish, Bakhmal districts and the Aydar-Arnasay lake system:**

- Construct additional tourist zones and recreation areas
- Implement projects worth $300 million
- Create 25,000 jobs
Development of Tourism

(Continued)

3

TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

Turning Samarkand into a “tourism gateway”:

- Increase the volume of tourism services by at least 10 times
- Ensure employment of 40,000 people in the tourism sector
- Establish the Samarkand Tourism Centre and the necessary infrastructure in 2022, including the historical complex “Eternal City”

Develop ecotourism in the Republic of Karakalpakstan and the Aral Sea region:

- Implement a special program
- See full utilisation of the new airport facilities in Muynak
- Implement a special program for the accelerated development of tourism in Khorezm, Bukhara, Navoi, Tashkent regions and Tashkent city
### Develop the Transport System

1. **Develop a Unified Transport System**
   - Develop a unified transport system connecting all modes of transport, both inner-city transport and between major metropolitan transportation hubs.

2. **Improve Public Transport System and Infrastructure**
   - Improve public transport system and infrastructure in Tashkent city and regions.

3. **Produce User-Friendly, Appealing Intercity and Suburban Rail Services**
   - Produce user-friendly, appealing intercity and suburban rail services.

4. **Develop a Free-Market and Infrastructure for Transport and Logistics Services**
   - Develop a free-market and infrastructure for transport and logistics services.

5. **Bringing the Level of Electrification of Railway Infrastructure to 60%**

6. **Accelerating the Development of Road Networks**

7. **Expand “Green Corridors” for Foreign Trade in the Transport Sector, as Well as Transit Capacity**

8. **Increasing the Volume of Transit Cargo to 15 Million Tons**

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**TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH**
4 TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT
**Development Strategy of New Uzbekistan for 2022-2026**

**To Pursue Just and Fair Public Policies & Human Capital Development**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 37:</td>
<td>Create vocational education opportunities for every citizen to study at public expense. Double the scope of training for 1 million unemployed people in vocational trades and increase the participation of non-governmental educational institutions in this process to 30%.</td>
</tr>
<tr>
<td>Goal 38:</td>
<td>Increase the coverage of pre-school education from the current 67% to at least 80%.</td>
</tr>
<tr>
<td>Goal 39:</td>
<td>Elevate the quality of education in the pre-school education system to a new level.</td>
</tr>
<tr>
<td>Goal 40:</td>
<td>Ensure targeted and efficient use of budget funds in the pre-school educational system.</td>
</tr>
<tr>
<td>Goal 41:</td>
<td>Create an additional 1.2 million student positions in the public education system by introducing the National School Development Program.</td>
</tr>
<tr>
<td>Goal 42:</td>
<td>Complete by 2026 the creation and implementation of curricula and textbooks with the underpinnings of foreign expertise.</td>
</tr>
<tr>
<td>Goal 43:</td>
<td>Gradually bring the monthly salaries of qualified teachers to the equivalent of $1,000.</td>
</tr>
<tr>
<td>Goal 44:</td>
<td>Improve the quality of education in schools while raising the knowledge and skills of teachers to international standards.</td>
</tr>
<tr>
<td>Goal 45:</td>
<td>Provide a gradual introduction of free meals to primary school students in the Republic of Karakalpakstan and Khorezm region.</td>
</tr>
<tr>
<td>Goal 46:</td>
<td>Increase the coverage of higher education to 50% and improve the quality of education.</td>
</tr>
<tr>
<td>Goal 47:</td>
<td>Identify 10 potential higher education institutions for preparation to enter the QS and THE international rankings by 2026.</td>
</tr>
<tr>
<td>Goal 48:</td>
<td>Build student housing for about 100,000 students.</td>
</tr>
</tbody>
</table>
**Goal 49:** Increase by 2026 the number of non-governmental higher education institutions to at least 50.

**Goal 50:** Double the number of independent and innovative young people studying at prestigious foreign universities through the El-Yurt Umidi Foundation, in doing so – training of 50% of young people in technical, hard sciences and IT.

**Goal 51:** Introduce broad innovations into the economy by developing cooperation between industrial enterprises and scientific institutions.

**Goal 52:** Improve the position of the Republic of Uzbekistan in the Global Innovation Index and enter the top 50 countries by 2030.

**Goal 53:** Ensure mandatory social guarantees for the population, strengthening the social protection of the needy.

**Goal 54:** Improving the pension system.

**Goal 55:** Establish medical clusters in the regions of the country to bring medical services closer to the population and increase their convenience.

**Goal 56:** Improve the quality of medical services provided to the population, efficient use of budget funds, centralise medical services, and introduce health insurance practices.

**Goal 57:** Improve the system of maintenance of medical equipment.

**Goal 58:** Regulate the circulation of medicines and medical devices while improving the delivery system of cheap and quality products to the population.

**Goal 59:** Improve the quality of qualified services to the population in primary health care, increasing funding for the sector.

**Goal 60:** Improve the system of high-tech medical care for women of reproductive age, pregnant women and children.
Goal 61: Increase the share of the private sector in health services to 25 per cent.

Goal 62: Increase the share of medicines and medical devices produced in the country to 80%.


Goal 64: Establish primary health care services on the “one step” principle in the regions.

Goal 65: Increase, through incremental fiscal measures, the monthly salaries of qualified doctors to the equivalent of $1,000.

Goal 66: Form an effective system of support for people with disabilities to improve their quality and standard of living.

Goal 67: Increase citizen engagement in health and wellness activities.

Goal 68: Further develop Olympic and Paralympic programs.

Goal 69: Support women and ensure their active participation in society.

Goal 70: Improve state policies aimed at youth development.
<table>
<thead>
<tr>
<th>Development Pre-school Education</th>
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<tbody>
<tr>
<td>Increase the coverage of pre-school education from the current 67% to at least 80%</td>
</tr>
<tr>
<td>Provide coverage of 6-year-old children with the pre-school education system to 90% by 2022/2023 and to 100% by the end of the 2024/2025 school year</td>
</tr>
<tr>
<td>Establish more than 7,000 new non-governmental pre-school education organisations</td>
</tr>
<tr>
<td>Develop more than 160,000 teachers in 2022-2026 along professional guidelines</td>
</tr>
<tr>
<td>Ensure targeted and efficient use of budget funds</td>
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<tr>
<td><strong>4</strong> TO PURSUE JUST AND FAIR PUBLIC POLICIES &amp; HUMAN CAPITAL DEVELOPMENT</td>
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<tr>
<td><strong>Increase the number of student places to 6.4 million</strong></td>
</tr>
<tr>
<td><strong>Increase the share of non-governmental educational service organisations to 8%</strong></td>
</tr>
<tr>
<td><strong>Implement a program for the development of 217 “Barkamol Avlod” children’s schools</strong></td>
</tr>
<tr>
<td><strong>Introduce young people to the world of art, setting up more than 100,000 free clubs</strong></td>
</tr>
<tr>
<td><strong>Create 699 titles of new textbooks, exercise books, teacher’s manuals, and mobile applications</strong></td>
</tr>
<tr>
<td><strong>Produce a total of 769 video lessons for the Electronic Professional Development Platform</strong></td>
</tr>
<tr>
<td><strong>Gradually bring the monthly salaries of qualified teachers to the equivalent of $1,000</strong></td>
</tr>
<tr>
<td><strong>Improve the quality of education in schools</strong></td>
</tr>
<tr>
<td><strong>Establish local or international, subject-matter, certification requirements for teachers</strong></td>
</tr>
<tr>
<td><strong>Introduce a pilot system of free meals for primary school students (grades 1-4) in the Republic of Karakalpakstan and Khorezm region</strong></td>
</tr>
</tbody>
</table>
Increase the coverage of higher education to 50%  
Increase enrolment rates to at least 250,000

Identify 10 potential higher education institutions for preparation to enter the QS and THE international rankings

Build student housing for about 100,000 students

Increase the number of non-governmental higher education institutions to at least 50

Create at least 1 non-governmental higher education institution in each region

Construct a “Youth Campus” for 20,000 students in Samarkand, which will house branches and campuses of at least 4 foreign universities

Double the number of independent and innovative young people studying at prestigious foreign universities through the El-Yurt Umidi Foundation, in doing so – training of 50% of young people in technical, hard sciences and IT

Developing higher education
Master technologies for producing innovative products that are up to 50 per cent cheaper than their existing analogues and create value-added 2-3 times higher than the cost of raw materials

Organise tuition fee-scholarship based education in postgraduate education institutions

Improve the position of the Republic of Uzbekistan in the Global Innovation Index and enter the top 50 countries by 2030
Improving healthcare system

Establish medical clusters in Namangan, Fergana, Syrdarya, Kashkadarya, Navoi regions and Tashkent

Establish a centralised laboratory, sterilisation and high-tech examination system

Implement the Strategy for digitalisation of health care

Gradually introduce health insurance practices of the population

Improve widespread introduction of the electronic prescription system

Establish a separate enterprise to maintain medical equipment and its 13 regional branches

Introduce a system of marking pharmaceutical products

Creation of an information system for online monitoring of compliance with prices
<table>
<thead>
<tr>
<th>Goal</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure a 3-Fold increase in funding from the state budget for medicines and medical supplies</td>
<td>Build capacity of the sanitary-epidemiological safety and public health service</td>
</tr>
<tr>
<td>Establish 46 inter-district prenatal centres</td>
<td>Strengthen the material and technical base of primary health care</td>
</tr>
<tr>
<td>Increase the share of medicines and medical devices produced in the country to 80%</td>
<td>Increase the share of the private sector in health service to 25%</td>
</tr>
<tr>
<td>Establish primary health care services on the “one step” principle in the regions</td>
<td>Equip 263 facilities of the sanitary-epidemiological safety and public health service with the necessary equipment</td>
</tr>
<tr>
<td>Increase the monthly salaries of qualified doctors to the equivalent of $1,000</td>
<td>Improving healthcare system</td>
</tr>
</tbody>
</table>
### Strengthen social protection

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<tbody>
<tr>
<td><strong>Increase the level of provisions on behalf of at-need populations with modern prosthetic and orthopaedic products and rehabilitation equipment to 60%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Ensure a gradual increase in the size of citizens’ pensions following the economic indicators of the country</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Transition to a pension system based on interdepartmental electronic information exchange without requesting additional documents from citizens</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Form an effective system of support for people with disabilities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Transition to a social model definition of disability</strong></td>
<td></td>
</tr>
<tr>
<td>Increase the number of people who regularly exercise and play sports to 33%</td>
<td>Promote national sports among the youth of the republic</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>Develop national sports and folk games</td>
<td>Develop a program for the National Olympic Games</td>
</tr>
<tr>
<td>Create “Green Zones”, “Health Corridors” for jogging, cycling, as well as the organisation of badminton, streetball and workout areas</td>
<td></td>
</tr>
<tr>
<td>Raising the proportion of coaches with higher education to 85 per cent</td>
<td>Further develop Olympic and Paralympic programs</td>
</tr>
<tr>
<td>Encourage and support the development of winter sports, obtaining at least 10 licenses for the 2026 Winter Olympics, and at least 20 licenses for the 2030 Olympic Games</td>
<td></td>
</tr>
</tbody>
</table>
Create an atmosphere of intolerance towards oppression and violence against women

Ensure women’s rights and legitimate interests

Continue policies directed at gender equality, through increasing the social and political activity of women

Assist them with job placement, support their entrepreneurial activity, and identify talented young women for focused career development

Establish systemic measures to provide housing for women in need of housing, improve living and working conditions, and increase income

Provide socio-legal, psychological assistance to women in difficult social situations and targeted support

Target work with the “Women’s Book” through the implementation of public control over the timely resolution of women's problems by the authorities

Support women and ensure their active participation in society

TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT
Ensure the rights, freedoms and legitimate interests of the youth population

Protect the life and health of young people through improving access to adequate health care, increasing medical literacy, and strengthening healthy lifestyles

Assist youth in developing spiritually, intellectually, physically and morally

Ensure affordable and high-quality education for young people

Place and create conditions for youth employment

To bring up young people in the spirit of patriotism, civic duty, tolerance, respect for laws, national and universal values, as individuals who can withstand harmful influences and currents, have strong beliefs and views on life

Protect young people from actions that lead to the violation of society’s moral foundations: the ideas of terrorism and religious extremism, separatism, fundamentalism, violence and cruelty

Raise the level of legal awareness and legal culture among youth

Support and encourage gifted and talented youth

Create conditions for the development of youth entrepreneurship

Provide moral and material support to young families

Develop cooperation with international organisations working in the field of realisation of the rights and freedoms of youth

Improve state policies aimed at youth development

TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT
TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP
TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP

**Goal 71:** Instil the positive and inventive worldview inherent in our society on a national level by promoting the ideas propounded in “From a Strategy of Actions to a Strategy of Development”, based on the principles of goodness and humanity.

**Goal 72:** Develop further the provision of information and library services to the general population. Popularise reading and realise the national idea of “Nation of Readers”.

**Goal 73:** In-depth study and widespread promotion of the rich scientific heritage of our great ancestors.

**Goal 74:** Encourage an atmosphere of interethnic harmony and interreligious tolerance in society.

**Goal 75:** Develop Fine Arts, Applied Arts and Design through improving the artistic and aesthetic taste of the population.

**Goal 76:** Develop further culture and arts, further improvement of the material and technical base of cultural institutions and facilities.

**Goal 77:** Develop further the studying and promotion of the history of Uzbekistan.

**Goal 78:** Develop national cinematography capacity.
Further the concept of “New Uzbekistan - an enlightened society.”

Provide state support for the preservation, popularisation, and development of the Uzbek people’s national values and spiritual heritage.

Ensure the continuity of spiritual education in the family, educational institutions and communities.

Form a map of optimisation of the socio-spiritual environment in the regions based on the principle of “mahalla - district - region – republic”.

Turn schools into a real centre of spirituality and enlightenment culture.

Ensure the realisation of the idea of “New Uzbekistan - the Third Renaissance” under the slogan “Youth - the builders of a New Uzbekistan”.

Instil the positive and inventive worldview inherent in our society on a national level.

Formation of legal culture among the population.

Prevent false information spread by some people through the timely provision of unbiased information in the media, social networks.

Develop analytical and data-driven indicators for the assessment of spiritual education.

Form a common cause against ideological attacks against a civil society based upon national ideas.
TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP

Realise the national idea of "Nation of Readers"

Develop further the provision of information and library services

Popularisation of reading

Introduction of a unified knowledge management system in library sciences

TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP

Realise the national idea of "Nation of Readers"

Develop further the provision of information and library services

Popularisation of reading

Introduction of a unified knowledge management system in library sciences
5 TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP

- Organise international conferences, symposiums and conferences under the motto "New Uzbekistan - the Third Renaissance"

- Carry out a popular translation of 100 works of scholars from our country in a popular language, and create scientific and popular pamphlets

- Support the activities of the International Islamic Academy of Uzbekistan, the Centre for Islamic Civilization, Imam Bukhari, Imam Termezi, Imam Moturidi International Research Centres

In-depth study and widespread promotion of the rich scientific heritage of our great ancestors
<table>
<thead>
<tr>
<th><strong>TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS Tasked with Their Stewardship</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the system of state support of national cultural centres</td>
</tr>
<tr>
<td>Ensure the consistent implementation of the concept of state policy of the Republic of Uzbekistan in the field of interethnic relations</td>
</tr>
<tr>
<td>Create additional favourable conditions for young people of different nationalities</td>
</tr>
<tr>
<td>Provide additional state support to the media outlets operating in foreign languages and covering state policy in the field of interethnic relations</td>
</tr>
<tr>
<td>Improve the activities of friendship societies</td>
</tr>
</tbody>
</table>

Encourage an atmosphere of interethnic harmony and interreligious tolerance in society
5 TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP

Promote the exemplary life and work of famous People’s Artists of Uzbekistan widely

Promote our fine and applied arts of Uzbekistan on an international scale

Develop Fine Arts, Applied Arts and Design

Improve the system of training mature professionals
5 TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP

Financial support and improvement of living conditions of representatives of culture and art, artists, professors and staff working in this field

- Develop the theatrical arts
- Improve the activities of cultural centres
- Improving the quality of cultural services provided
- Construct new cultural facilities in the regions
- Develop further Uzbek circus art
- Implement scientific-based measures related to the preservation, restoration and conservation of cultural heritage sites

Celebrating the anniversaries of famous creative intellectuals who have made a worthy contribution to the development of culture and art of the Uzbek people, wide promotion of their lives and activities, the perpetuation of their memory
Develop further the studying and promotion of the history of Uzbekistan

Implement programs for the development of historical studies until 2030
<table>
<thead>
<tr>
<th><strong>Develop national cinematography capacity</strong></th>
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</thead>
<tbody>
<tr>
<td>Form the art of cinema as a strategic resource in society’s spiritual, cultural and educational life, including educating young people in the spirit of patriotism</td>
</tr>
<tr>
<td>Improve the system of state support for the film industry</td>
</tr>
<tr>
<td>Attract foreign film companies to the country and develop joint film production</td>
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<tr>
<td>Develop the film industry as a separate sector of the economy</td>
</tr>
<tr>
<td>Form a national animation industry</td>
</tr>
<tr>
<td>Create an effective system of training in the field of cinematography, training of filmmakers and technicians</td>
</tr>
<tr>
<td>Creating infrastructure with modern and high-tech material and technical base</td>
</tr>
<tr>
<td>Wide involvement of young animators in the production of animated films</td>
</tr>
<tr>
<td>Encourage the production of national serials by the state</td>
</tr>
<tr>
<td>Develop a film distribution system</td>
</tr>
<tr>
<td>Ensure guaranteed copyright protection in the industry</td>
</tr>
<tr>
<td>Bring national films to world film markets</td>
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</tbody>
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**TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP**

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**Development Strategy Center**
TO APPROACH GLOBAL CHALLENGES THROUGH THE LENS OF OUR NATIONAL INTERESTS
### Development Strategy of New Uzbekistan for 2022-2026

**Goal 79:** Eliminate and mitigate existing environmental problems that harm the population’s health.

**Goal 80:** Protect the ecological and environmental integrity of the Republic of Uzbekistan by improving ecological conditions in cities and districts through the implementation of a nationwide project, “Green Space”.

**Goal 81:** Expand forested regions.

**Goal 82:** Form effective mechanisms to combat extremism and terrorism.

**Goal 83:** Introduce ethical standards in the civil service.

**Goal 84:** Identify areas and sectors prone to corruption. Further the effectiveness of the system for eliminating corruption and instil zero-tolerance attitude to corruption in society.

**Goal 85:** Create new jobs and increase incomes, thus reduce poverty by at least two-fold by the end of 2026.

**Goal 86:** Pursue safe, orderly and legal labour migration and effective migration policy.

**Goal 87:** Establish permanent and effective contacts with our compatriots in foreign countries through the Public Fund “Vatandoshlar”.

**Goal 88:** Increase the effectiveness of pandemic control.
Promote environmental initiatives in the international arena, including developing the World Environmental Charter

Implement a system of automatic sampling of sources of pollution at objects with a high risk of environmental impact

Improve the mechanisms for assessing the level of environmental pollution

Evaluate ecological conditions to determine their conformity to economic activities
Implementation of a nationwide project, "Green Space"

Establish aerobiological monitoring systems in 10 regions of the country

Increase the collection of household waste to 100%

Complete work on establishing sanitary protection zones and coastal zones of 51 surface natural water bodies

Bring their total area to 2.5 million hectares or 78% of the area by the end of 2026.

Establish an additional 500,000 hectares of green space on the dried bottom of the Aral Sea

Establish "public parks" in the city and district centres for every 50-100 thousand people

Plant at least 200 million trees annually

Increase the level of landscaping of Tashkent city to 30%

Increase its' recycling rate from 21% to 50% by 2026

Protect the ecological and environmental integrity
Establish forest reserves to protect irrigated lands from erosion and reclamation facilities from sand movement.

Establish plantations of mountain and foothill areas of the Forest Fund.

Regulate the use of the State Forest Fund and Forest Fund expansion lands.

Improve mechanism of forest protection.

Foster efficient management of forest lands.

Expand forested regions.

Reproduce and propagate plants in desert areas, establishing protective forests in the regions.
### Combing Extremism and Terrorism

| Implement an effective state policy to combat extremism and terrorism | Exchange information and expertise with foreign countries and international organisations |
| Improve preventive mechanisms to eliminate the causes of extremism and terrorism by improving the socio-emotional environment | Participate in international and regional organisations |
| Form solid and stable immunity of the population, especially the younger generation, against the ideology of terrorism and extremism | Coordinate joint efforts to implement the UN Global Counter-Terrorism Strategy in Central Asia |
| Improve the international legal framework | Expand the role of Uzbekistan in implementing international initiatives to promote information exchange and cooperation in Central Asia |
| Strengthen workforce capacity and resources of diplomatic missions and consular posts, the Agency for External Labour Migration | Accelerate efforts to draw the attention of the world community and regional organisations to peace and solidarity in Afghanistan |

### Involve Afghanistan in:

- Regional cooperation processes
- The fight against extremism and terrorism
Introduction of accountability systems that provide in-depth details of personal income and property of civil servants

Create effective mechanisms:

- Introduce ethical standards in the civil service
- To prevent conflicts of interest in the civil service
- Ensuring transparency
- Expanding public participation in the fight against corruption
To fight against corruption:

- Introduce modern information technologies, including artificial intelligence
- Establish cooperation with civil society institutions
- Support public oversight
- Strengthen systemic preventive measures
- Introduce a system of continuous training of the population and civil servants
- Ensure the development of regulations based on “non-corrupt legislation” principle
### TO APPROACH GLOBAL CHALLENGES THROUGH THE LENS OF OUR NATIONAL INTERESTS

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement programs aimed at poverty reduction</td>
<td>Legalisation of 2.5 million informally employed citizens’s employment</td>
</tr>
<tr>
<td>Establish a mechanism for conducting social work at the local level</td>
<td>Create a single electronic system of registration of low-income families</td>
</tr>
<tr>
<td>(based on “mahallabay” principle)</td>
<td>Eliminating the risk of recurrence of poverty</td>
</tr>
<tr>
<td>Halve the unemployment rate among women by training more than</td>
<td>Developing handicraft activities</td>
</tr>
<tr>
<td>700,000 unemployed women through state funds</td>
<td>Provide coverage of at least 85% of all at-need individuals</td>
</tr>
<tr>
<td>Implement comprehensive measures for entrepreneurship and self-</td>
<td>Provide direct state social assistance to families and strata of the population in need of social protection</td>
</tr>
</tbody>
</table>
TO APPROACH GLOBAL CHALLENGES THROUGH THE LENS OF OUR NATIONAL INTERESTS

- Develop international cooperation in external labour migration

- **Citizens before leaving to work abroad:**
  - Train at least 300,000 citizens wishing to work in foreign countries with professional skills and foreign language

- **Labor migrants:**
  - Provide financial and social support, life and health insurance
  - Provide the employment of 400,000 citizens to safe organized foreign labor migration

- **Reintegrate returnees from labour migration, including:**
  - Providing employment
  - Professional development
  - Encouragement of entrepreneurial initiatives
  - Implementing the project, "I am an investor in my future."
Encourage active involvement of compatriots living abroad in entrepreneurial, investment, scientific, educational and cultural activities of Uzbekistan.

Support compatriots abroad and public associations formed by them.

Support activities aimed at preserving and developing the Uzbek language, culture and traditions abroad, wide promotion and popularisation of our country's rich scientific, cultural and spiritual heritage.

Establish permanent and effective contacts with our compatriots in foreign countries through the Public Fund "Vatandoshlar".
Increase the effectiveness of pandemic control

**Pandemic:**
- Further early prevention of pandemic and similar disasters
- In-depth analysis of the situation, forecasting future risks problems associated with them
- Creating a preparedness system with clear plans and measures for their solution
- Strengthen cooperation with all countries and international organisations

**Treatment of patients:**
- Expand communication through telemedicine in the area of treatment of patients, active introduction of international experience and recommendations
- Prevent the re-spread of the coronavirus and minimise its negative impact on the economy and human life
- Ensure the most vital needs of the population, keep prices low, and continue activities to support low-income families
TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY
Goal 89: Strengthen the rights of citizens in the area of personal freedoms to receive and impart information.

Goal 90: Augment and elevate the state’s defence capability, strengthening combat readiness capabilities the Armed Forces’s potential.

Goal 91: Strengthen the social protection of servicemen and their families comprehensively.

Goal 92: Create an effective emergency prevention and response system.

Goal 93: Increase the role of the country as an equitable international entity.

Goal 94: Elevate to the highest level the close cooperation in Central Asia in security, trade and economic, water, energy, transport and cultural and humanitarian spheres.

Goal 95: To further develop relations with our traditional partners, strengthen economic diplomacy, and prioritise expanding the geography of our foreign relations.

Goal 96: Strengthen the activities of Uzbekistan in the framework of United Nations bodies and institutions, global and regional economic, financial and humanitarian organisations.

Goal 97: Achieve World Trade Organization membership and deepen integration processes with the Eurasian Economic Union.

Goal 98: Develop and enhance strategic messaging to provide an accurate image of our country in the world community.

Goal 99: Improve the regulatory framework of foreign policy and foreign economic activity, as well as the legal framework of international cooperation.

Goal 100: Improve the system of services for citizens of Uzbekistan abroad by diplomatic missions and consular posts of the Republic of Uzbekistan abroad.
Strengthen the rights of citizens in the area of personal freedoms to receive and impart information

- Develop a single systematised draft regulatory document regulating the information sphere
- Prevent breaches of privacy rights related to disclosing personal and confidential information on the Internet
- Improve the culture of citizens’ use of ICT
- Create a cybercrime prevention system
## TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY

### Augment and elevate the state's defence capability

| Ensure the active participation of heads of all levels of government in the daily life of the army, including educating young people in the spirit of military patriotism |
| Improve the combat readiness and training of the Ministry of Defense military personnel, as well as develop training materials and technical base |
| Solve the social problems of young people returning from military service |
| Achieve the Armed Forces' transformation into an educational institution that trains mature personnel |
| Improve the legislation on the military security of the state and strengthen the country's defence capabilities |
| Provide troops with modern weapons, military and special equipment |
| Improve the procedure for military service of citizens |
| Improve the system of shortlisting and selection of candidates for higher military education |
| Develop a system for creating a reserve of personnel of the Ministry of Defence |
| Create a single automated control system of the Armed Forces and further improvement of digitalisation |
7 TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY

- Improve further the quality of social support and medical care
- Improve further the morale-boosting and the Institute of Military Psychologists in the Armed Forces
- Educate young people in the spirit of military patriotism

Strengthen the social protection of servicemen and their families comprehensively
7 Improve legislation in the field of prevention and response to emergencies

Modernise the emergency notification system

Train the Republican Special Rescue Centre of the Ministry of Emergency Situations based on INSARAG (International Search and Rescue Advisory Group) standards

Improve the coverage of remote areas of the country with professional and volunteer fire and rescue units

Organise the aviation service of the Ministry of Emergency Situations

Involve the private sector in the production of firefighting equipment

Systematise measures for the prevention and rapid elimination of emergencies in the tourist zones

Improve the effectiveness of forest fire prevention measures

Create an effective emergency prevention and response system
Engage in balanced, regular dialogue with partner countries and international organisations on regional and global issues

Elevate cooperation with leading countries to a comprehensive, strategic level

Promote Uzbekistan's position and initiatives on regional and international issues at major events
<table>
<thead>
<tr>
<th>Developments</th>
<th>Objectives</th>
<th>Measures</th>
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<tbody>
<tr>
<td><strong>Organise meetings based on high-level dialogue with Central Asian states and mechanisms of all formats of bilateral cooperation</strong></td>
<td></td>
<td><strong>Support Uzbekistan’s cooperation with European countries and European Union institutions</strong></td>
</tr>
<tr>
<td><strong>Ensure regular organisation and active participation in the annual Summit of Central Asian Leaders</strong></td>
<td></td>
<td><strong>Bring cooperation on ecology, environmental pollution and nature protection to a new level in Central Asia</strong></td>
</tr>
<tr>
<td><strong>Work on developing a Regional Cooperation Strategy for Central Asia</strong></td>
<td></td>
<td><strong>Expand the cooperation between museums and archives</strong></td>
</tr>
<tr>
<td><strong>Promote the national interests of Uzbekistan within the framework of regional organisations</strong></td>
<td></td>
<td><strong>Coordinate measures in tourism, taking into account new realities and epidemiological requirements</strong></td>
</tr>
<tr>
<td><strong>Increase the capacity of the Republic of Uzbekistan border checkpoints through reconstruction and expansion</strong></td>
<td></td>
<td><strong>Open correspondent offices of the National Television and Radio Company of Uzbekistan in Central Asian countries</strong></td>
</tr>
</tbody>
</table>
Expand the geography of our foreign relations

Strengthen economic diplomacy

Expand cooperation with European countries through high-level visits

Expand cooperation with traditional strategic partners in Asia-Pacific (China, Republic of Korea, Japan)

Expand strategic and comprehensive partnerships with the United States, Canada, and the Americas

Expand existing contacts with partners in South Asia, the Middle East and Africa

Accelerate cooperation with Arab countries

Develop multifaceted relations of Uzbekistan with Afghanistan and assistance in its socio-economic recovery

Expand bilateral and multilateral cooperation with traditional strategic partners within the CIS

Further develop relations with our traditional partners
TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY

- Popularise Uzbekistan in the world community through UN structures
- Ensure the implementation of the initiatives of the leadership of Uzbekistan within the UN
- Continue promoting the UN Human Rights Initiative
Achieve WTO membership and deepen integration processes with the EEU

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>Negotiate with WTO member states on a number of economic fronts</td>
<td>✔️</td>
</tr>
<tr>
<td>Develop protections for the domestic market under WTO rules</td>
<td>✔️</td>
</tr>
<tr>
<td>Develop export support and subsidy measures under WTO rules</td>
<td>✔️</td>
</tr>
<tr>
<td>Build Capacity of Uzbek specialists in the field of WTO and multilateral trade system</td>
<td>✔️</td>
</tr>
<tr>
<td>Improve national policies for effective access to the EEU market</td>
<td>✔️</td>
</tr>
<tr>
<td>Harmonisation of national legislation with the requirements of WTO agreements</td>
<td></td>
</tr>
<tr>
<td>Provide in-depth analysis of the EEU Treaty</td>
<td></td>
</tr>
<tr>
<td>Prepare data on the impact of Uzbekistan’s accession to the WTO</td>
<td></td>
</tr>
<tr>
<td>Study the EEU’s trade policy</td>
<td></td>
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</tbody>
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TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY

- Develop and support the activities of the “Dunyo” news agency
- Accelerate cooperation with the world's leading news agencies
- Allocate financial resources to the main diplomatic missions of Uzbekistan to conduct an extensive information campaign abroad, including publication of materials about Uzbekistan among authoritative foreign media
- Conduct regular talks with representatives of European countries, providing them with objective information about the reforms in Uzbekistan
- Promoting the image of Uzbekistan on the world stage
- Attracting compatriot resources to support and encourage the achievements of Uzbekistan abroad

Develop and enhance strategic messaging to provide an accurate image of our country in the world community.
TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>Effective continuation of dissemination of objective information about the progress of reforms in our country</td>
<td>✔️</td>
</tr>
<tr>
<td>Organise the international institute of Alisher Navoi in foreign countries</td>
<td>✔️</td>
</tr>
<tr>
<td>Carry out wide-ranging information events abroad, including &quot;Days of Culture of Uzbekistan&quot;</td>
<td>✔️</td>
</tr>
<tr>
<td>Access international information markets</td>
<td>✔️</td>
</tr>
<tr>
<td>Strengthen cooperation aimed at impartial coverage of reforms in Uzbekistan in the international media space</td>
<td>✔️</td>
</tr>
<tr>
<td>Encourage interaction between local and foreign media</td>
<td>✔️</td>
</tr>
<tr>
<td>Development of mechanisms, tools and channels to promote a positive image of Uzbekistan</td>
<td>✔️</td>
</tr>
<tr>
<td>Develop connections and establish cooperation with leading foreign media to implement PR-partnership projects internationally</td>
<td>✔️</td>
</tr>
</tbody>
</table>
7 TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY

Improve the legal framework for economic, cultural and humanitarian cooperation with South Asia, the Middle East, Africa and with solid economies in the CIS and the Americas

Introduce modern mechanisms for regulating the foreign policy of Uzbekistan

Review the activities of the diplomatic service following modern requirements

Improve the regulation system of relations of Uzbekistan with international agreements

Strengthen the legal framework of bilateral and multilateral cooperation of Uzbekistan with foreign countries and international organisations

Develop an electronic database of uniform accounting, inventory and monitoring of international agreements of Uzbekistan

Improve the regulatory framework of foreign policy and foreign economic activity and the legal framework of international cooperation
TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY

Introduce a broad range of modern information and communication technologies in the provision of consular services

Expand the scope of services provided by diplomatic missions and consular posts of Uzbekistan abroad

Improve the system of services for citizens of Uzbekistan abroad
Development Strategy of New Uzbekistan for 2022-2026

Dedicated to goals, reforms and measures to be implemented within the next 5 years in the framework of the Development Strategy of New Uzbekistan.

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Design by:
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TASHKENT – 2022
DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026

1. TO BUILD A PEOPLE’S STATE BY ELEVATING HUMAN DIGNITY AND THE FURTHERANCE OF A CIVIL SOCIETY

2. TO ESTABLISH THE PRINCIPLES OF JUSTICE AND THE RULE OF LAW AS THE MOST FUNDAMENTAL AND CRITICAL CONDITIONS FOR DEVELOPMENT IN OUR COUNTRY

3. TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH

4. TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT

5. TO ENSURE THE ELEVATION OF SPIRITUAL VALUES THROUGH DEVELOPING THOSE INSTITUTIONS TASKED WITH THEIR STEWARDSHIP

6. TO APPROACH GLOBAL CHALLENGES THROUGH THE LENS OF OUR NATIONAL INTERESTS

7. TO STRENGTHEN THE SECURITY AND DEFENSE POTENTIAL OF OUR COUNTRY, PURSUING AN OPEN, PRAGMATIC AND ACTIVE FOREIGN POLICY