

DEVELOPMENT STRATEGY  
CENTER

# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



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 Centre Team**



# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



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**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

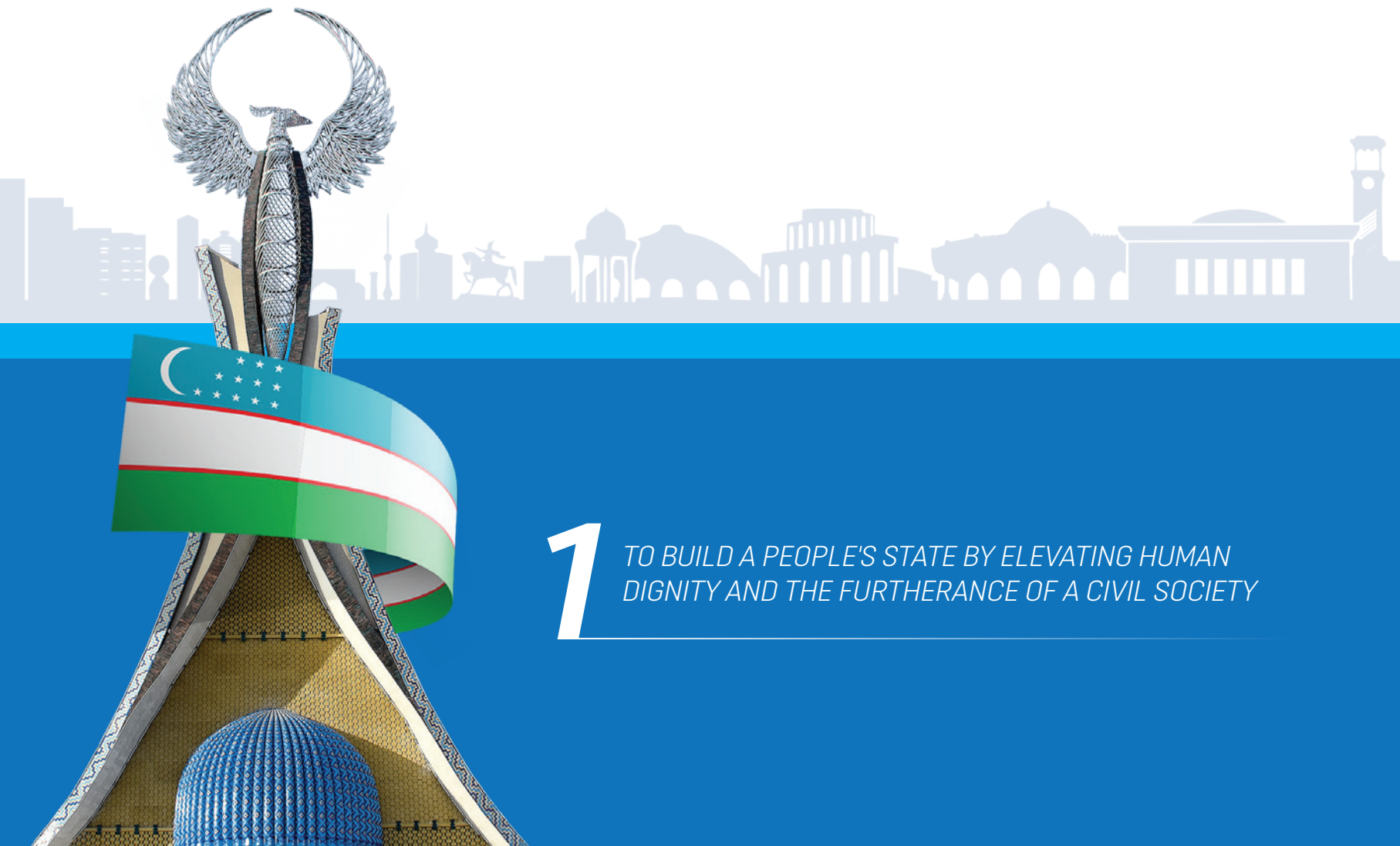
**4** TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT

**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



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1

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

### Goal 1



Improve the efficiency of the institution of the mahalla, turning it into a vital instrument of public administration and oversight.

### Goal 2



Transform Councils of People's Deputies into an integral entity responsible for resolving regional issues.

### Goal 3



Adapt the institutional framework of local public authorities to modern processes and procedures.

### Goal 4



Transform leadership principles among local authorities into an ethic of 'servant leaders'.

### Goal 5



Introduce of a compact, professional, fair, high-performance public administration system.

### Goal 6



Streamline administrative structures in the public administration system through optimising work processes.

### Goal 7



Further increase the role of the chambers of the Oliy Majlis and political parties to assure the consistent continuation of reforms in the country.

### Goal 8



Modernise regulatory processes, ensure strict implementation of legislation.

### Goal 9



Develop an "e-government" system that increases the share of e-government services to 100% and eliminates bureaucratic challenges for our citizens.

### Goal 10



Organise the civil service system along with modern standards.

### Goal 11

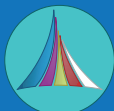


Develop effective mechanisms for communication with the public.

### Goal 12



Improve the organisational and legal framework for effective public oversight.



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



Improve the efficiency  
of the institution  
of the mahalla



Mitigate socio-economic challenges in the regions



Creating a system for citizens allowing direct communication with public bodies from mahalla



Strengthening financial independence of Mahallas



Providing state and social services directly through mahalla institutions



Ensuring direct communication with government agencies



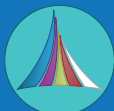
Strengthening the state support system based on "growth points" of mahallas



Digitalisation of the citizen-centred administrative processes in mahallas



Ensuring the effective functioning of the Assistant to the Khokim institution



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



## Strengthening the role or Councils of People's Deputies



Strengthen control over the activities of the regional executive bodies



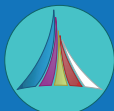
Increase the role of the Councils of People's Deputies in resolving the issues in mahallas



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



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# 1 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



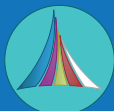
Introduction of IT among local governance bodies



Create a legal basis for the election of Khokims



Launch of more than 40 data collection analytical geoportals of regions



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



Transform leadership principles among local authorities into an ethic of 'servant leaders'



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





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



Introduction of  
a compact public  
administration system



Increasing independence of ministries and state bodies



Ensure effective implementation of decisions and resolutions



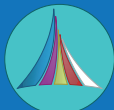
Strengthening the responsibility and accountability of state administrative bodies in resolving territorial issues



Create a new system in planning strategic directions



Improving the quality of administrative management processes



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# 1 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



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



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



Further increase the role of the chambers of the Oliy Majlis and political parties



Strengthen the role of the Parliament in the system of state power



Introduce a broad practice of working directly with the regions



Expanding Parliament's powers in addressing important domestic and foreign policy issues



Strengthening the participation of deputies and senators elected from the relevant region in the discussion of regional development and investment programs



Expanding parliamentary participation in ensuring the unconditional and full implementation of adopted laws into practice



Connecting parliamentarians with their constituents via "e-parliament"



Encourage the public's initiative in developing administrative processes to assure citizen participation



Digitise the process of discussing and resolving issues and grievances among voters



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# 1 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



Mitigate the "regulatory burden" in the fields



Legal regulation of social relations



Reduce the volume of legislative documents



Applying elements of the "smart regulation" model



Systematisation of regulations governing the activities of government agencies



Revise the requirements for modern technology and digital activities



Develop the concept of legislative innovation



Reduce the number of government agencies authorised to adopt by laws



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



Develop an  
"e-government"  
system



Increases the share of e-government services to 100%



Simplify public services for the elderly and people with disabilities



Expand the provision of public services through mobile applications



Implement "Digital Office" project



Introduce a Mobile ID system



Introduction of Digital Citizen Passports



Introduction exchange of information between government agencies and private commercial organisations through the "e-government" system

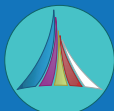


Expand the practice of providing public services to citizens broad



Transfer 20% of public services to the private sector





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



Modernisation  
of the civil service  
system



Eliminate factors that contribute to corruption in the civil service



Improve the system of professional training, pay and social security benefits for civil servants



Recruiting personnel on a competitive basis



Form the National Personnel Reserve



Evaluating the performance of civil servants and government agencies based on key performance indicators (KPIs)



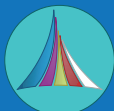
Implement "Digital Civil Service" project



Introduce a "National Rating" system



Revise the requirements for working hours and labour standards



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



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



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



Improve the organisational and legal framework for effective public oversight



Develop modern forms of public control by evaluating regional, sectoral and state programs based on collective appeals



Strengthen the role of media and protect the professional activities of journalists



Conduct public surveys when evaluating the activities of public authorities



Strengthen the role of media when assessing the status of implementation of reforms



Implementing the practice of open public discussions of identified shortcomings



Elevate social partnerships



Elevate the socio-political activities of the population and improve the culture surrounding elections



Doubling state financial support to non-governmental, non-profit organisations and other civil society institutions



Implement international election standards into national legislation



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*



# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



DEVELOPMENT STRATEGY  
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2

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.





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



Protect property  
rights' inviolability



Limiting the illegal interference of state bodies in property relations



Strengthen guarantees of the inviolability and protection of private property



Strict provision of property rights, including rights to land ownership



Define the supremacy of private property as a fundamental right



Introducing a system for protecting the rights and interests of those who have obtained property based on official guidelines promulgated from a state body



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



Ensure the  
rule of law and  
constitutional legality



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



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



## Establish effective judicial oversight and increasing access to justice



Expand the scope of judicial oversight by improving the system of reviewing appeals against officials' decisions in administrative courts



Strengthen judicial oversight over investigations by further developing the Habeas Corpus



Implement principles of equal representation under the law among all litigants during legal proceedings



Introduce the principle of "single window" into the judicial system



Digitise the judicial system



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



Eliminate bureaucratic hurdles and barriers to justice



Enhance the role of the community of judges



Widely implementation of the principles of judges maintaining autonomy among the other branches of government



Creation of effective mechanisms to prevent unlawful influence on judges



Ensure openness and transparency in forming the judiciary



Introduce democratic principles such as elections and accountability in appointments within the judiciary



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



Ensure public  
security



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



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



Creating a new image of law enforcement bodies and directing their activities to effectively protect the people's interests, dignity, rights, and freedoms



Focus on community policing



Create a solid legal framework for a transparent and just prosecutor's office by ensuring the rule of law



Establish the principle "Law is a priority, punishment is inevitable" as a fundamental tenet



Strengthen oversight of operational and investigative activities



Introduce effective mechanisms to assure the dignity and freedom of citizens



Reform the crime reporting system among law enforcement agencies



Use modern methods to prevent the concealment of criminal activity



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



Ensure timely execution of court orders and orders of other state bodies



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



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



Increase the role of the Bar Association as a means to protecting human rights, freedoms and legitimate interests



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





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## 2 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



Elevate awareness among our citizens of the rule of law culture



Establishing effective cooperation between government agencies and civil society institutions, the media and educational organisations



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

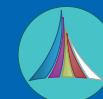


# 3

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



# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



DEVELOPMENT STRATEGY  
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3

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



DEVELOPMENT STRATEGY  
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3

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.



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



Ensuring stable  
high growth rates  
in sectors of the  
economy



Increase GDP per capita in the next five years by 1.6 times



Gradually reduce the annual inflation rate to 5% by 2023



Increase per capita income by 2030 over 4 thousand dollars



Reduce the state budget deficit and ensure that from 2023 it will not exceed 3% of GDP



Creating a ground for joining the "Upper Middle-Income Countries"



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"



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



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



Increase the volume  
of industrial production  
by 1.4 times



Liberalise leading industries  
and carry out economic reform



Completion of processes  
of transformation



Liberalise energy resources and  
natural gas markets by introducing  
social consumption norms to  
attract more private investment  
in the sector and protect the needy



Ensure an uninterrupted supply  
of oil and gas products to the  
economy and the population



**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%



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



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



Increase the level of localisation



Organisation of agricultural  
machinery production in Chirchik  
in a single industrial cluster



## 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





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



Increase the volume  
of industrial production  
by 1.4 times

(Continued)



## The leather and footwear industry development:



Increase production by 3 times



## Development of the pharmaceutical industry:



Increase production of pharmaceutical products by 3 times



Increase the supply level to the local market to 80%



## Development of electrical engineering industry:



Increase production of high-value products in  
the electrical industry by 2 times

and exports by 3 times



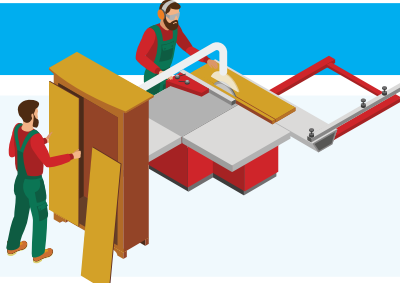
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# 3 TO DEVELOP A ROBUST NATIONAL ECONOMY THAT ENSURES RAPID GROWTH



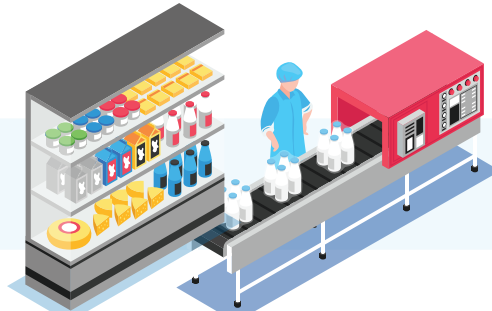
Increase the volume  
of industrial production  
by 1.4 times

(Continued)



**Development of the furniture industry:**

Increase the production of  
furniture by 2.8 times

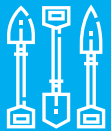


Implement and further develop the  
food industry development program



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# 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



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



Providing an uninterrupted supply of electricity into the economy



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



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



Making digital economy  
the primary economic  
driver of the economy



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



**Increase the size of the software products :**



Increase the size of the software products industry by 5 times



Export by 10 times bringing to \$ 500 million



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



Improve Uzbekistan's  
investment climate



Take measures to attract \$120 billion, including \$70 billion in foreign investment



Establish a new system of efficient use of investments and increase exports, based on the "bottom-up" principle



Implement a strategic plan to attract foreign and domestic investment



Attract \$ 14 billion in public-private partnerships



**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



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



Improve Uzbekistan's  
investment climate



**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





DEVELOPMENT STRATEGY  
CENTER

# 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



Complete the present transformation  
process in commercial banks which  
have a public share



Privatisation of large enterprises  
and their shares (shares) through  
the stock exchange



Increase the share of the private  
sector in bank assets to 60%



DEVELOPMENT STRATEGY  
CENTER

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



Increasing  
the country's  
export potential



Bring the country's exports to \$30 billion



Improve the system of organisational and financial assistance to exporting enterprises



Develop further the export potential of local industries



Expand the volume of finished and semi-finished products in exports by 3.3 times



Introduce standards that meet foreign and international requirements



Expand exports of finished products to European countries under the GSP + system



Elevate the share of the private sector in exports to 60%



Increase the number of exporting enterprises from the current 6,500 to 15,000, and the export geography of goods from 115 to 150



Triple the export of vehicles and bring it to \$ 1 billion



Select 200 exporters, through open competition, provide them with comprehensive support to achieve success in foreign markets



Increase exports of services, by 1.7 times or up to \$ 4.3 billion



Establish free trade zones in the border areas with neighbouring countries

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



Create conditions  
conducive to  
entrepreneurial activity



Increasing the share of the private sector in GDP to 80% and exports to 60%



Reduce the tax burden on businesses by 2026 from 27.5% to 25% of GDP



Conduct the "Open dialogue" of the President of Uzbekistan with entrepreneurs annually



Improve the functioning of existing structures to support entrepreneurship in the regions, reduce unemployment and poverty



Initiate 200 new industrial zones in the regions



Provide start-ups with the information and resources they need to thrive



Development of a system of business incubators



Mitigate and prevent substandard construction practices



Create favourable conditions for business development in economically challenged areas



Reduce public participation in the economy and paving the way for the private sector



Development of factoring



Expanding the introduction of free-market principles in economic relations



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



## 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



DEVELOPMENT STRATEGY  
CENTER

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



Intensive development  
of agriculture

(Continued)



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 agrolological centres



Deepening the integration  
of science and practice  
in agriculture



DEVELOPMENT STRATEGY  
CENTER

# 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



DEVELOPMENT STRATEGY  
CENTER

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



Proportional  
development  
of the regions



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%





DEVELOPMENT STRATEGY  
CENTER

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



Proportional  
development  
of the regions

(Continued)



Introduce an Urban  
Convenience Index



Regulate the technical standards  
within the construction industry



Improve the quality of  
digitalisation, construction and  
design of cities and development  
within the “smart city” framework



Develop a general population  
settlement program



Establish “INNO” innovative  
training and production techno-  
park created in Tashkent– in  
4 regions



Construct more than 19 million  
square meters of modern housing  
in regional cities based on urban  
renovation and housing programs



Align scientific research in  
architecture and construction  
in higher education facilities –  
with practice



Create conditions for the  
relocation of more than 275  
thousand families to new housing  
areas



DEVELOPMENT STRATEGY  
CENTER

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



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



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



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



DEVELOPMENT STRATEGY  
CENTER

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



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

(Continued)



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

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



130 modern markets and shopping malls



65 large



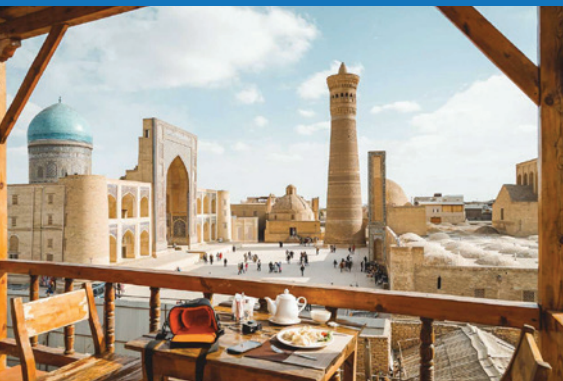
5,000 small service facilities

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



DEVELOPMENT STRATEGY  
CENTER

# 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 STRATEGY  
CENTER

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



## Development of Tourism

(Continued)

### 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



DEVELOPMENT STRATEGY  
CENTER

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



Develop the  
transport system



Develop a unified transport system connecting all modes of transport, both inner-city transport and between major metropolitan transportation hubs



Bringing the level of electrification of railway infrastructure to 60%



Improve public transport system and infrastructure in Tashkent city and regions



Accelerating the development of road networks



Produce user-friendly, appealing intercity and suburban rail services



Expand "green corridors" for foreign trade in the transport sector, as well as transit capacity



Develop a free-market and infrastructure for transport and logistics services



Increasing the volume of transit cargo to 15 million tons



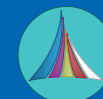


**4** *TO PURSUE JUST AND FAIR PUBLIC POLICIES  
& HUMAN CAPITAL DEVELOPMENT*





# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



DEVELOPMENT STRATEGY  
CENTER

4

## TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT

### Goal 37:



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%.

### Goal 38:



Increase the coverage of pre-school education from the current 67% to at least 80%.

### Goal 39:



Elevate the quality of education in the pre-school education system to a new level.

### Goal 40:



Ensure targeted and efficient use of budget funds in the pre-school educational system.

### Goal 41:



Create an additional 1.2 million student positions in the public education system by introducing the National School Development Program.

### Goal 42:



Complete by 2026 the creation and implementation of curricula and textbooks with the underpinnings of foreign expertise.

### Goal 43:



Gradually bring the monthly salaries of qualified teachers to the equivalent of \$ 1,000.

### Goal 44:



Improve the quality of education in schools while raising the knowledge and skills of teachers to international standards.

### Goal 45:



Provide a gradual introduction of free meals to primary school students in the Republic of Karakalpakstan and Khorezm region.

### Goal 46:



Increase the coverage of higher education to 50% and improve the quality of education.

### Goal 47:



Identify 10 potential higher education institutions for preparation to enter the QS and THE international rankings by 2026.

### Goal 48:



Build student housing for about 100,000 students.



# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



DEVELOPMENT STRATEGY  
CENTER

4

## TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT

### 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.

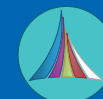
### Goal 60:



Improve the system of high-tech medical care for women of reproductive age, pregnant women and children.



# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



DEVELOPMENT STRATEGY  
CENTER

4

## TO PURSUE JUST AND FAIR PUBLIC POLICIES & HUMAN CAPITAL DEVELOPMENT

### 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 63:



Establish Sanitary Epidemiological Welfare and Public Health laboratories along international guidelines.

### 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.



DEVELOPMENT STRATEGY  
CENTER

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



Developing  
pre-school  
education



Increase the coverage of pre-school education from the current 67% to at least 80%



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



Establish more than 7,000 new non-governmental pre-school education organisations



Develop more than 160,000 teachers in 2022-2026 along professional guidelines



Ensure targeted and efficient use of budget funds



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



## Develop public education system



Increase the number of student places to 6.4 million



Produce a total of 769 video lessons for the Electronic Professional Development Platform



Increase the share of non-governmental educational service organisations to 8%



Gradually bring the monthly salaries of qualified teachers to the equivalent of \$ 1,000



Implement a program for the development of 217 "Barkamol Avlod" children's schools



Improve the quality of education in schools



Introduce young people to the world of art, setting up more than 100,000 free clubs



Establish local or international, subject-matter, certification requirements for teachers



Create 699 titles of new textbooks, exercise books, teacher's manuals, and mobile applications



Introduce a pilot system of free meals for primary school students (grades 1-4) in the Republic of Karakalpakstan and Khorezm region



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



## Developing higher education



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



DEVELOPMENT STRATEGY  
CENTER

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



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



Introduce broad  
innovations into  
the economy





DEVELOPMENT STRATEGY  
CENTER

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



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



Creation of an information system for online monitoring of compliance with prices



Introduce a system of marking pharmaceutical products



DEVELOPMENT STRATEGY  
CENTER

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



Improving  
healthcare  
system

(Continued)



Ensure a 3-Fold increase in funding from the state budget for medicines and medical supplies



Build capacity of the sanitary-epidemiological safety and public health service



Establish 46 inter-district prenatal centres



Strengthen the material and technical base of primary health care



Increase the share of medicines and medical devices produced in the country to 80%



Increase the share of the private sector in health service to 25%



Establish primary health care services on the "one step" principle in the regions



Equip 263 facilities of the sanitary-epidemiological safety and public health service with the necessary equipment



Increase the monthly salaries of qualified doctors to the equivalent of \$ 1,000



DEVELOPMENT STRATEGY  
CENTER

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



Strengthen  
social protection



Increase the level of provisions on behalf of at-need populations with modern prosthetic and orthopaedic products and rehabilitation equipment to 60%



Ensure a gradual increase in the size of citizens' pensions following the economic indicators of the country



Transition to a pension system based on interdepartmental electronic information exchange without requesting additional documents from citizens



Form an effective system of support for people with disabilities



Transition to a social model definition of disability



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



Increase citizen  
engagement in health  
and wellness activities



Increase the number of people who regularly exercise and play sports to 33%



Promote national sports among the youth of the republic



Develop national sports and folk games



Develop a program for the National Olympic Games



Create "Green Zones", "Health Corridors" for jogging, cycling, as well as the organisation of badminton, streetball and workout areas



Raising the proportion of coaches with higher education to 85 per cent



Further develop Olympic and Paralympic programs



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



DEVELOPMENT STRATEGY  
CENTER

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



Support women and ensure their active participation in society



Create an atmosphere of intolerance towards oppression and violence against women



Ensuring 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



DEVELOPMENT STRATEGY  
CENTER

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



Improve state  
policies aimed  
at youth 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



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





# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



DEVELOPMENT STRATEGY  
CENTER

5

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.



DEVELOPMENT STRATEGY  
CENTER

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



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



Further the concept of  
"New Uzbekistan - an  
enlightened society."



Formation of legal culture  
among the population



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



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



Form a map of optimisation of the  
socio-spiritual environment in the  
regions based on the principle of  
"mahalla - district - region - republic"



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



Turn schools into a real centre of  
spirituality and enlightenment culture



Form a common cause against  
ideological attacks against a civil  
society based upon national ideas



Ensure the realisation of the idea of "New Uzbekistan - the Third Renaissance"  
under the slogan "Youth - the builders of a New Uzbekistan"



DEVELOPMENT STRATEGY  
CENTER

# 5 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



Popularise reading





DEVELOPMENT STRATEGY  
CENTER

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



In-depth study and  
widespread promotion  
of the rich scientific  
heritage of our great  
ancestors



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



DEVELOPMENT STRATEGY  
CENTER

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



Encourage an atmosphere of interethnic harmony and interreligious tolerance in society



Improve the system of state support of national cultural centres



Ensure the consistent implementation of the concept of state policy of the Republic of Uzbekistan in the field of interethnic relations



Create additional favourable conditions for young people of different nationalities



Provide additional state support to the media outlets operating in foreign languages and covering state policy in the field of interethnic relations



Improve the activities of friendship societies



DEVELOPMENT STRATEGY  
CENTER

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



Develop Fine Arts,  
Applied Arts and Design



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



Improve the system of training  
mature professionals



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



Develop further  
culture and arts



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





DEVELOPMENT STRATEGY  
CENTER

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



Develop history  
of Uzbekistan



Develop further the studying  
and promotion of the history  
of Uzbekistan



Implement programs for the development  
of historical studies until 2030





DEVELOPMENT STRATEGY  
CENTER

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



Develop national  
cinematography  
capacity



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



Improve the system of state support for the film industry



Attract foreign film companies to the country and develop joint film production



Develop the film industry as a separate sector of the economy



Form a national animation industry



Create an effective system of training in the field of cinematography, training of filmmakers and technicians



Creating infrastructure with modern and high-tech material and technical base



Wide involvement of young animators in the production of animated films



Encourage the production of national serials by the state



Develop a film distribution system



Ensure guaranteed copyright protection in the industry



Bring national films to world film markets



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



# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



DEVELOPMENT STRATEGY  
CENTER

6

TO APPROACH GLOBAL CHALLENGES THROUGH  
THE LENS OF OUR NATIONAL INTERESTS

**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.



DEVELOPMENT STRATEGY  
CENTER

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



Eliminate and mitigate  
existing environmental  
problems



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



DEVELOPMENT STRATEGY  
CENTER

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



Protect the ecological  
and environmental  
integrity



Implementation of a nationwide project, "Green Space"



Plant at least 200 million trees annually



Establish aerobiological monitoring systems in 10 regions of the country

## Household waste:



Increase the collection of household waste to 100%



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



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



Increase the level of landscaping of Tashkent city to 30%



Bringing 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





DEVELOPMENT STRATEGY  
CENTER

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



Expand forested regions



Foster efficient management of forest lands



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



Reproduce and propagate plants in desert areas, establishing protective forests in the regions



Improve mechanism of forest protection





DEVELOPMENT STRATEGY  
CENTER

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



## Combating extremism and terrorism



Implement an effective state policy to combat extremism and terrorism



Improve preventive mechanisms to eliminate the causes of extremism and terrorism by improving the socio-emotional environment



Coordinate joint efforts to implement the UN Global Counter-Terrorism Strategy in Central Asia



Form solid and stable immunity of the population, especially the younger generation, against the ideology of terrorism and extremism



Expand the role of Uzbekistan in implementing international initiatives to promote information exchange and cooperation in Central Asia



Improve the international legal framework

Strengthen workforce capacity and resources of diplomatic missions and consular posts, the Agency for External Labour Migration



Exchange information and expertise with foreign countries and international organisations



Participate in international and regional organisations

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



DEVELOPMENT STRATEGY  
CENTER

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



Introduction of accountability systems that provide in-depth details of personal income and property of civil servants



Introduce ethical standards in the civil service

### Create effective mechanisms:



To prevent conflicts of interest in the civil service



Ensuring transparency



Expanding public participation in the fight against corruption



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



Instil zero-tolerance  
attitude to corruption  
in society



## 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



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



Reducing poverty  
by at least two-fold  
by the end of 2026



Develop and implement programs aimed at poverty reduction



Establish a mechanism for conducting social work at the local level (based on “mahallabay” principle)



Legalisation of 2.5 million informally employed citizens’s employment



Create a single electronic system of registration of low-income families



Halve the unemployment rate among women by training more than 700,000 unemployed women through state funds



Eliminating the risk of recurrence of poverty



Developing handicraft activities



Implement comprehensive measures for entrepreneurship and self-employment of unemployed women



Provide coverage of at least 85% of all at-need individuals



Provide direct state social assistance to families and strata of the population in need of social protection



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



Pursue safe, orderly  
and legal labour  
migration and effective  
migration policy

✓ 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."



DEVELOPMENT STRATEGY  
CENTER

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



Establish permanent and effective contacts with our compatriots in foreign countries through the Public Fund "Vatandoshlar"



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



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



• 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





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



# DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022-2026



DEVELOPMENT STRATEGY  
CENTER

## 7 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.



DEVELOPMENT STRATEGY  
CENTER

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



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



Improve the culture of citizens' use of ICT



Prevent breaches of privacy rights related to disclosing personal and confidential information on the Internet



Create a cybercrime prevention system



DEVELOPMENT STRATEGY  
CENTER

# 7 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 Défense military personnel, as well as develop training materials and technical base



Improve the procedure for military service of citizens



Solve the social problems of young people returning from military service



Improve the system of shortlisting and selection of candidates for higher military education



Achieve the Armed Forces' transformation into an educational institution that trains mature personnel



Develop a system for creating a reserve of personnel of the Ministry of Defence



Improve the legislation on the military security of the state and strengthen the country's defence capabilities



Create a single automated control system of the Armed Forces and further improvement of digitalisation



Provide troops with modern weapons, military and special equipment



DEVELOPMENT STRATEGY  
CENTER

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



Strengthen the social protection of servicemen and their families comprehensively



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



DEVELOPMENT STRATEGY  
CENTER

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



Create an effective  
emergency prevention  
and response system



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



DEVELOPMENT STRATEGY  
CENTER

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



Increase the country's role as an equitable international entity



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





DEVELOPMENT STRATEGY  
CENTER

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



Elevate to the highest level the close cooperation in Central Asia



Organise meetings based on high-level dialogue with Central Asian states and mechanisms of all formats of bilateral cooperation



Support Uzbekistan's cooperation with European countries and European Union institutions



Ensure regular organisation and active participation in the annual Summit of Central Asian Leaders



Bring cooperation on ecology, environmental pollution and nature protection to a new level in Central Asia



Work on developing a Regional Cooperation Strategy for Central Asia



Expand the cooperation between museums and archives



Promote the national interests of Uzbekistan within the framework of regional organisations



Coordinate measures in tourism, taking into account new realities and epidemiological requirements



Increase the capacity of the Republic of Uzbekistan border checkpoints through reconstruction and expansion



Open correspondent offices of the National Television and Radio Company of Uzbekistan in Central Asian countries



DEVELOPMENT STRATEGY  
CENTER

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



Further develop relations  
with our traditional  
partners



Expand the geography  
of our foreign relations



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



Strengthen economic diplomacy



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



Expand cooperation with European  
countries through high-level visits



Accelerate cooperation  
with Arab countries



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



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



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



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



DEVELOPMENT STRATEGY  
CENTER

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



Strengthen the activities of Uzbekistan in the framework of United Nations bodies and institutions



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



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



Achieve WTO membership and deepen integration processes with the EEU



Negotiate with WTO member states on a number of economic fronts



Develop protections for the domestic market under WTO rules



Develop export support and subsidy measures under WTO rules



Build Capacity of Uzbek specialists in the field of WTO and multilateral trade system



Improve national policies for effective access to the EEU market



Harmonisation of national legislation with the requirements of WTO agreements



Provide in-depth analysis of the EEU Treaty



Prepare data on the impact of Uzbekistan's accession to the WTO



Study the EEU's trade policy



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



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



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



DEVELOPMENT STRATEGY  
CENTER

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



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



Effective continuation of dissemination of objective information about the progress of reforms in our country



Strengthen cooperation aimed at impartial coverage of reforms in Uzbekistan in the international media space



Organise the international institute of Alisher Navoi in foreign countries



Encourage interaction between local and foreign media



Carry out wide-ranging information events abroad, including "Days of Culture of Uzbekistan"



Development of mechanisms, tools and channels to promote a positive image of Uzbekistan



Access international information markets



Develop connections and establish cooperation with leading foreign media to implement PR-partnership projects internationally



DEVELOPMENT STRATEGY  
CENTER

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



Improve the regulatory framework of foreign policy and foreign economic activity and the legal framework of international cooperation



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





DEVELOPMENT STRATEGY  
CENTER

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



Improve the system  
of services for citizens  
of Uzbekistan abroad

- ✓ 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

## **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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**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