



23-24
OCTOBER
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2030
UZBEKISTAN
STRATEGY

CONFERENCE "GLOBAL
AND NATIONAL ECONOMIC
TRENDS"

"XALQARO MOLIYA
VA HISOB"



TOSHKENT DAVLAT
IQTISODIYOT UNIVERSITETI

IV GLOBAL VA MILLIY IQTISODIYOT TRENDLARI:
"O'ZBEKISTON - 2030" STRATEGIYASI
GLOBAL AND NATIONAL ECONOMIC
TRENDS: "UZBEKISTAN-2030" STRATEGY
ГЛОБАЛЬНЫЕ И НАЦИОНАЛЬНЫЕ
ЭКОНОМИЧЕСКИЕ ТЕНДЕНЦИИ:
СТРАТЕГИЯ «УЗБЕКИСТАН -2030»

FORUM

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XALQARO MOLIYA VA HISOB

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ELEKTRON ILMIY JURNAL

MAXSUS SON

- MACROECONOMIC STABILITY
- LABOR MARKET IN THE GREEN ECONOMY
- GLOBAL ECONOMY AND INTERNATIONAL ECONOMIC RELATIONS
- GREEN INVESTMENT AND FINANCING
- GREEN TECHNOLOGIES
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"O'ZBEKISTON - 2030" STRATEGIYASI



**TOSHKENT DAVLAT
IQTISODIYOT UNIVERSITETI**

IV GLOBAL VA MILLIY IQTISODIYOT TRENDLARI: “O‘ZBEKISTON – 2030” STRATEGIYASI FORUMI

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THE SAFE CITY PROJECT AS A DIGITAL SOLUTION FOR ENSURING PUBLIC SAFETY

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Abstract: This article explores the role of digitalization in enhancing public safety, focusing on the implementation of the “Safe City” project in Uzbekistan. The research analyzes how the integration of modern information and communication technologies (ICT), advanced management practices, and effective human resource policies contribute to improving urban governance and citizen security. The methodological framework is based on an analysis of Uzbekistan’s national digital strategies, legislative frameworks, and international best practices in smart and safe city development. The findings reveal that the success of the “Safe City” project depends largely on interdepartmental coordination, data transparency, cybersecurity, and the involvement of skilled young ICT professionals. The study concludes that ensuring the efficiency and sustainability of such digital transformation initiatives requires continuous capacity building, institutional reforms, and innovative governance systems that align technological advancement with public administration objectives.

Key words: Safe City, digitalization, management, human resources, ICT, strategy, legislation, public safety, innovation, smart governance.

Annotatsiya: Mazkur maqolada raqamlashtirishning jamoat xavfsizligini ta’minlashdagi o’rni tahlil qilinib, O‘zbekistonda “Xavfsiz shahar” loyihasining amalga oshirilishi jarayoni keng yoritilgan. Tadqiqotda zamonaviy axborot-kommunikatsiya texnologiyalari (AKT), boshqaruvning ilg’or uslublari va inson resurslari siyosatini integratsiya qilish orqali shahar boshqaruvi va fuqarolar xavfsizligini yaxshilash omillari ko’rib chiqilgan. Metodologik asos sifatida mamlakatimizning milliy raqamli strategiyalari, tegishli qonun hujjatlari hamda xalqaro ilg’or tajribalarning tahlili o’tkazilgan. Tadqiqot natijalari shuni ko’rsatadiki, “Xavfsiz shahar” loyihasining muvaffaqiyatli amalga oshirilishi idoralararo hamkorlik, kiberxavfsizlik tizimi, ma’lumotlar shaffofligi va AKT sohasidagi malakali yosh mutaxassislar ishtirokiga bevosita bog’liq. Xulosa o’rnida, loyihaning barqarorligi va samaradorligini ta’minlash uchun inson resurslari salohiyatini oshirish, institutsional islohotlar va innovatsion boshqaruv tizimlarini joriy etish zarurligi ta’kidlanadi.

Kalit so’zlar: Xavfsiz shahar, raqamlashtirish, boshqaruv, inson resurslari, AKT, strategiya, qonunchilik, jamoat xavfsizligi, innovatsiya, aqlli boshqaruv.

Аннотация: В статье рассматривается роль цифровизации в обеспечении общественной безопасности на примере реализации проекта «Безопасный город» в Узбекистане. Исследование анализирует, как интеграция современных информационно-коммуникационных технологий (ИКТ), эффективных методов управления и политики в области человеческих ресурсов способствует повышению качества городского управления и уровня безопасности граждан. Методологической основой работы служат анализ национальных стратегий цифрового развития, законодательных актов и международного опыта внедрения концепции «умных» и «безопасных» городов. Результаты исследования показывают, что успех проекта во многом зависит от межведомственного взаимодействия, прозрачности данных, кибербезопасности и участия квалифицированных молодых специалистов в сфере ИКТ. В заключение отмечается, что устойчивость и эффективность подобных инициатив цифровой трансформации требуют постоянного развития кадрового потенциала, институциональных реформ и внедрения инновационных управленческих систем.

Ключевые слова: Безопасный город, цифровизация, управление, человеческие ресурсы, ИКТ, стратегия, законодательство, общественная безопасность, инновации, умное управление.

INTRODUCTION

The implementation of the “Safe City” project is considered a strategic priority in many countries, including Uzbekistan. Its main purpose is to digitalize public safety processes by introducing ICT-based monitoring, prevention, and response tools that strengthen citizen security and improve the efficiency of public institutions.

Uzbekistan's development strategy, including the "Uzbekistan – 2030" Strategy, emphasizes issues such as public order, preventive systems, emergency response, interethnic harmony, and international security. A key component of this strategy is the accelerated development of ICT solutions and the improvement of human resource (HR) policy to ensure the effective application of modern management methods in public administration.

The project represents not only a technological innovation but also a managerial and institutional challenge. The crucial role of youth in the ICT sector, the growing importance of human resource management, and the need for interdepartmental cooperation make the Safe City project a significant case study for examining the interaction between technology, governance, and society.

The aim of this article is to analyze the methodological, managerial, and HR-related aspects of the Safe City project in Uzbekistan and to identify ways to improve its implementation through modern management practices.

RESEARCH METHODOLOGY

The research is based on the following methodological approaches:

Document and policy analysis – review of Uzbekistan's legislative framework, including the "Uzbekistan – 2030" Strategy, the Law "On Normative Legal Acts," and government resolutions regulating ICT and public safety.

Comparative analysis – study of international best practices in implementing Safe City and Smart City projects worldwide, with emphasis on ICT integration and HR policy.

Management analysis – comparison of classical and modern management approaches, their application in public safety projects, and implications for HR management.

Case study – examination of the institutional development of the Safe City Center in Uzbekistan, including its transfer under the Ministry of Internal Affairs and its role in cybersecurity.

This mixed-method approach allows for an integrated understanding of both technological and managerial dimensions of the project.

ANALYSIS AND RESULTS

The findings of the research can be summarized as follows:

Technological foundation: The Safe City project is an integrated ICT system designed to enhance public safety through real-time monitoring, data analysis, and preventive measures.

The Situation Center, a core component, is responsible for collecting and processing emergency signals, CCTV data, and communication with relevant ministries.

Human resource dimension: The project relies heavily on young ICT professionals, highlighting the importance of youth involvement in digital transformation. Modern HR policy shifts from traditional "personnel management" to strategic HRM, emphasizing staff development, training, and motivation.

Institutional challenges: Initially managed by the Safe City Center under the Ministry of Digital Technologies, the project was transferred to the Ministry of Internal Affairs, integrating cybersecurity and public safety functions.

Centralized management ensures coordination but creates bottlenecks in decision-making, limiting interdepartmental interaction.

Management practices:

Classical management approaches (administrative, bureaucratic) are still relevant but insufficient for modern ICT projects.

Modern management methods, emphasizing flexibility, decentralization, and interdepartmental cooperation, are critical for project success.

DISCUSSION

The analysis shows that while Uzbekistan has made significant progress in implementing the Safe City project, several challenges remain:

Centralization vs. decentralization: Centralized control ensures strategic alignment but reduces operational efficiency, suppresses initiative, and delays decision-making. Best practices suggest adopting a hybrid model, where strategic oversight remains centralized, but operational decisions are decentralized. This type of control also can be analyzed in the following table, which shows the main advantages and disadvantages by comparison.

Table 1. Centralization vs. decentralization methods of project management

ASPECT	CENTRALIZED MANAGEMENT	DECENTRALIZED / HORIZONTAL MANAGEMENT
DECISION-MAKING SPEED	Slower	Faster
EMPLOYEE INITIATIVE	Low	High
FLEXIBILITY	Low	High
INTERDEPARTMENTAL COORDINATION	May be complicated	Easier with horizontal links
CONTROL AND SUPERVISION	Strong centralized control	Distributed control and responsibility

Basically, management structure plays a decisive role in the implementation of large-scale projects such as the Safe City. The choice between centralized and decentralized management models significantly influences the efficiency, flexibility, and long-term sustainability of the project.

For example, the centralized management refers to the concentration of decision-making authority at the highest hierarchical level. In the context of the Safe City project, this model allows for unified strategic direction, consistent policy application, and strong supervision over resources and processes. Centralized management ensures that all participating institutions operate under a single strategic vision and follow clearly defined regulations. However, such an approach has notable drawbacks: operational decisions may be delayed, creative initiative from specialists may be suppressed, and interdepartmental communication can become bureaucratic and time-consuming. These limitations are especially problematic in ICT-based projects, where timely responses and innovative solutions are crucial.

On the other hand, the decentralized/horizontal management, distributes decision-making power among different levels and units of the organization. Applied to the Safe City project, decentralization allows operational units – such as Situation Centers, law enforcement bodies, or ICT divisions—to make rapid and independent decisions in emergency situations. This model enhances flexibility, fosters innovation, and motivates employees by granting them a higher level of autonomy. At the same time, decentralization requires strong coordination mechanisms to avoid duplication of efforts and to ensure that local decisions remain consistent with national strategic goals.

In order to more deeply identify the advantages of each of the management methods, one need to make a conclusion on comparative perspective, in which one can see, that, centralized management guarantees strategic control, uniform standards, and efficient allocation of state resources, but risks slowing down project implementation in dynamic environments.

As for the decentralized management empowers agencies to act quickly, adapt to local conditions, and respond more effectively to emergencies, yet it requires a clear legal framework and reliable interdepartmental cooperation to prevent fragmentation of authority.

In practice, most successful Safe City or Smart City initiatives adopt a hybrid model. Strategic planning, legal regulation, and resource allocation remain centralized, while operational decisions, daily monitoring, and technical responses are decentralized. For Uzbekistan, adopting such a hybrid system could ensure that the Safe City project achieves both efficiency in everyday operations and alignment with national security strategies.

Interdepartmental cooperation: The project's success depends on effective interaction between ministries and agencies. However, the current legal status of the Safe City Center restricts its ability to engage in horizontal collaboration. Transforming its legal status into an agency or independent body could enhance its effectiveness.

Human resources: The demand for highly skilled ICT professionals continues to grow. Strengthening HR policy, introducing continuous professional development, and adopting modern motivational tools are necessary to sustain the project.

Legal reforms: Adoption of the Law on Civil Service, introduction of a Code of Ethics, and improved dispute resolution mechanisms are essential for institutionalizing effective governance in Safe City implementation.

Investment and governance: Attracting foreign direct investment through joint ventures offers opportunities for financing and technology transfer. Decentralized management structures may accelerate project completion and improve financial efficiency.

CONCLUSION AND RECOMMENDATIONS

The Safe City project is a strategic ICT-based initiative for ensuring public safety in Uzbekistan, but its effectiveness depends on the integration of modern management methods and HR policy. Decentralization of decision-making and horizontal management models are required to improve interdepartmental interaction and

operational efficiency. Human resources, particularly young ICT professionals, play a critical role in sustaining the project, making HR policy reform a priority. Legal reforms, including the adoption of the Law on Civil Service, will strengthen institutional frameworks for effective governance.

Attracting foreign investment and creating joint ventures can accelerate implementation and ensure long-term sustainability of the project.

The analysis of management models in the implementation of the Safe City project demonstrates that neither a fully centralized nor a fully decentralized approach can guarantee sustainable success on its own. A centralized system ensures strategic integrity, unified legal frameworks, and effective allocation of national resources. At the same time, decentralization promotes adaptability, operational efficiency, and a higher level of responsiveness to rapidly changing conditions, especially in the context of emergencies and technological innovations.

The findings suggest that for Uzbekistan, a hybrid management model is the most effective option, where strategic planning, standard-setting, and resource distribution remain centralized, while operational units are granted the autonomy to respond quickly and innovatively at the local level. Such a model reduces risks of bureaucratic delays while preserving national coordination and accountability.

Furthermore, the Safe City project requires not only structural reforms but also continuous investment in human resources, digital infrastructure, and interdepartmental cooperation mechanisms. Long-term success depends on the ability of institutions to maintain a balance between control and flexibility, while also ensuring transparency and public trust.

Adopting a hybrid system of governance provides a strong foundation for achieving the project's objectives—enhancing public safety, supporting smart city initiatives, and aligning with Uzbekistan's broader digital transformation strategy. Future research should focus on evaluating the efficiency of hybrid models in practice, comparing international case studies, and developing measurable indicators to assess the socio-economic impact of Safe City projects in the region.

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