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TRANSFORMING UZBEKISTAN THROUGH DIGITALIZATION IN A GLOBALIZED WORLD

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Abstract. This article presents an in-depth and systematic analysis of digital transformation processes in Uzbekistan and their impact on economic growth, public administration efficiency, and social development. The study is based on the analysis of national digitalization policies, including the “Digital Uzbekistan — 2030” strategy, presidential decrees, and international assessments. The level of digital development is evaluated using key statistical indicators such as internet penetration, the contribution of the ICT sector to GDP, and GovTech performance rankings. The article explores the development of digital infrastructure, the role of human capital, and the formation of an innovation ecosystem. At the same time, it identifies existing challenges, including shortages of qualified specialists, regional disparities in infrastructure, and barriers to integration into the global digital economy. Based on the findings, scientifically grounded conclusions and practical recommendations are proposed to enhance the effectiveness of digital transformation.

Key words: digitalization, sustainable tourism, digital Uzbekistan, AI, igital Governance, ICT Development, GovTech Index, Digital Public Services, Smart Government, Human Capital, Innovation Ecosystem, Data-Driven Policy, Digital Inclusion, Economic Modernization.

Annotatsiya. Ushbu maqolada O‘zbekistonda raqamli transformatsiya jarayonlari, uning iqtisodiy o‘shish, davlat boshqaruvi samaradorligi hamda ijtimoiy rivojlanishga ta’siri kompleks va tizimli tarzda tahlil qilingan. Tadqiqotda mamlakatda amalga oshirilayotgan raqamlashtirish siyosati, xususan, “Raqamli O‘zbekiston — 2030” strategiyasi, Prezident farmonlari hamda xalqaro tashkilotlar tomonidan berilgan baholashlar asosida raqamli rivojlanish darajasi baholangan. Shuningdek, internet qamrovi, AKT sektorining yalpi ichki mahsulotdagi ulushi, GovTech ko‘rsatkichlari kabi statistik ma’lumotlar orqali mavjud natijalar tahlil qilingan. Maqolada raqamli infratuzilma rivoji, inson kapitalining ahamiyati, innovatsion ekotizimni shakllantirish jarayonlari bilan bir qatorda, malakali kadrlar yetishmovchiligi, hududlararo infratuzilma tafovutlari va global raqamli iqtisodiyotga integratsiyalashuvdagi muammolar ham yoritilgan. Tadqiqot natijasida raqamli transformatsiyaning samaradorligini oshirish bo‘yicha ilmiy asoslangan xulosalar va amaliy tavsiyalar ishlab chiqilgan.

Kalit so‘zlar: raqamlashtirish, barqaror turizm, raqamli O‘zbekiston, sun‘iy intellekt, raqamli boshqaruv, AKTni rivojlantirish, GovTech indeksi, raqamli davlat xizmatlari, aqlli hukumat, inson kapitali, innovatsion ekotizim, ma’lumotlarga asoslangan siyosat, raqamli inklyuziya, iqtisodiy modernizatsiya.

Аннотация. В данной статье проводится углубленный и системный анализ процессов цифровой трансформации в Узбекистане, а также их влияния на экономический рост, эффективность государственного управления и социальное развитие. Исследование основано на анализе государственной политики цифровизации, включая стратегию «Цифровой Узбекистан — 2030», президентские указы и международные оценки. Уровень цифрового развития страны оценивается с использованием статистических показателей, таких как уровень проникновения интернета, вклад ИКТ сектора в ВВП и показатели GovTech. В статье рассматриваются вопросы развития цифровой инфраструктуры, роли человеческого капитала и формирования инновационной экосистемы. Наряду с этим выявляются существующие проблемы, включая дефицит квалифицированных кадров, региональные диспропорции инфраструктуры и ограничения интеграции в глобальную цифровую экономику. По результатам исследования сформулированы научно обоснованные выводы и практические рекомендации по повышению эффективности цифровой трансформации.

Ключевые слова: цифровизация, устойчивый туризм, цифровой Узбекистан, ИИ, цифровое управление, развитие ИКТ, Индекс GovTech, цифровые государственные услуги, умное правительство, человеческий капитал, инновационная экосистема, политика, основанная на данных, цифровая интеграция, экономическая модернизация.



INTRODUCTION

In the 21st century, digitalization has emerged as a defining force of economic growth, governance reform, and societal progress. Countries around the world are rapidly adopting digital technologies — from artificial intelligence and e-government platforms to data-driven public services — to enhance efficiency and competitiveness. Uzbekistan, a key country in Central Asia, has taken strategic steps toward digital transformation under the leadership of President Shavkat Mirziyoyev, aligning national priorities with global trends. This article explores Uzbekistan's digitalization journey, based on recent presidential decrees, national strategies, and international evaluations, while situating it within broader global digital transformation experiences.

Recent statistical data confirms the accelerating pace of digital transformation globally and in Uzbekistan. According to DataReportal (2024), Uzbekistan had 29.5 million internet users, representing 83.3% of the population¹, while mobile connections exceeded 95% penetration². The ICT sector accounted for 2.7% of GDP in 2024, with IT service exports reaching \$344 million³. Furthermore, Uzbekistan ranked 9th globally in the World Bank's GovTech Maturity Index in 2025, entering the "high maturity" group alongside advanced digital economies⁴.

REVIEW OF LITERATURE ON THE SUBJECT

Digitalization refers to the use of digital technologies to transform traditional systems, processes, and interactions across sectors. It extends beyond simple computerization: digitalization reshapes economic models, public services, and social engagement by leveraging data, connectivity, and automation. According to international frameworks, digitalization includes: integration of digital tools into government services, adoption of artificial intelligence (AI) in public and private sectors, expansion of digital skills in the workforce and development of digital infrastructure, such as broadband and cloud services. G. Vial argued that digital transformation is a process that aims to improve an entity by triggering significant changes to its properties through combinations of information, computing, communication, and connectivity technologies⁵. This widely cited definition emphasizes that digital transformation is not just about technology, but about fundamental changes in systems, processes, and organizational structures. Globally, digitalization is recognized as a driver of productivity and innovation. The World Bank's GovTech Maturity Index 2025 places emphasis on the ability of governments to integrate digital solutions in public administration, indicating that digital maturity correlates strongly with governance quality⁶.

As M.Abdurashidova and Sh.Nematov say digital technologies play a significant role in enhancing the quality of higher education, promoting a dynamic learning environment and improved student engagement⁷. This confirms that digitalization in Uzbekistan affects not only infrastructure but also the quality of education, increasing student engagement and making learning more adaptive. It aligns well with the national strategy for digital modernization of education.

A foundational milestone in Uzbekistan's digital transformation is the presidential decree approving the "Digital Uzbekistan — 2030" strategy⁸. This decree outlines long-term goals for digital governance, economic modernization, and ICT development. Its key objectives include: implementation of e-government services and digital public administration, expansion of IT parks and digital hubs across regions, development of domestic digital products and software as well as advancement of digital skills through education and training programs. This strategy lays the groundwork for a national digital ecosystem that fosters innovation, transparency, and inclusivity. It signals Uzbekistan's commitment to joining the ranks of digitally advanced nations by 2030.

In addition to the 2030 strategy, another presidential decree further emphasizes digital transformation priorities. It highlights transition toward a "digital government" model with fully digitized public services, launch of regional digital programs to improve governance at local levels and strengthening digital skills for citizens, including women, youth, and workers across sectors. These legislative decisions reflect a structured, high-level approach to national digital transformation⁹.

1 [Digital 2024: Uzbekistan — DataReportal — Global Digital Insights](#), 2024

2 [Digital 2024: Uzbekistan — DataReportal — Global Digital Insights](#), 2024

3 <https://invest.gov.uz/en/investment-guide/technology>, 2024

4 Uzbekistan Enters Global Top 10 in World Bank GovTech Index, 2025

[Uzbekistan Enters Global Top 10 in World Bank GovTech Index — UzDaily.uz](#)

5 Gregory Vial, Journal of Strategic Information Systems, 2019. sciencedirect.com

6 World Bank. (2025). GovTech Maturity Index Update

7 Marina Abdurashidova, Sherzod Nematov et al., The impact of innovation and digitalization on the quality of higher education: A study of selected universities in Uzbekistan (Journal of Intelligent Systems, 2023). researchgate.net

8 [DP-6079-coh 05.10.2020. On approval of the Strategy "Digital Uzbekistan-2030" and measures for its effective implementation](#)

9 Presidential decree-76, May, 2023



S. Gulyamov noticed that The Republic of Uzbekistan made the digitalization and development of information-communication technologies priority yet in early 2000s... digital infrastructure and e-government have achieved visible results in a relatively short period of time¹⁰. This illustrates that Uzbekistan's digitalization has been a long-term strategic effort. Early investments in infrastructure and e-government have provided tangible results, supporting the country's rapid digital growth.

The rapid rise of Uzbekistan in global digital rankings illustrates measurable outcomes of reform. Between 2020 and 2025, the country improved its GovTech ranking from 80th to 9th place, with its index score increasing from 0.617 to 0.958¹¹. This reflects significant progress in digital public services, citizen engagement platforms, and institutional digital capacity.

According to B. Usmonov it is simply impossible not to use digital in order to keep up with further processes of informatization and digitalization in education¹². This highlights the necessity of adopting digital technologies in Uzbek universities to stay aligned with global education trends. It supports national strategies like "Digital Uzbekistan" for higher education.

Academic research highlights that despite rapid growth, digital transformation in emerging economies offers significant potential for structural advancement. A study published in *Labor Economics and Human Capital* (2024) emphasizes that Uzbekistan's ICT sector development is driven by the ongoing growth of qualified specialists, continuous improvement of infrastructure, and expanding opportunities for integration into global markets¹³. These findings suggest that sustainable digitalization requires not only policy reforms but also long-term investment in human capital and innovation ecosystems.

Realizing digital transformation requires institutional capacity. In Uzbekistan, the Ministry of Digital Technologies plays a central role. Created through presidential reform efforts, this ministry is responsible for coordinating digital governance initiatives, supporting innovation ecosystems, and overseeing public IT integration. Alongside the ministry, technical agencies such as UZINFOCOM help implement core digital infrastructure, for instance, UZINFOCOM manages state information systems, the national domain, and digital public services portals like MyGov, it also develops educational and cybersecurity projects, including cloud services and digital platforms for schools. Together, these institutions anchor Uzbekistan's digital transformation with technological, administrative, and regulatory capacities. Jr. Singun noted that there are multiple barriers hindering the implementation of Digital Transformation (DT) in Higher Education Institutions which must be navigated successfully¹⁴.

Uzbekistan has made demonstrable progress in digitizing public services. National platforms now provide online access to many government procedures, reducing bureaucratic barriers and expanding convenience for citizens. Recent reports highlight the country's placement in the A group of the GovTech Maturity Index 2025, which indicates high maturity in digital public administration relative to 197 countries worldwide. Participation in international forums on artificial intelligence, such as events where President Mirziyoyev engaged with startups and youth innovators, reflects a national emphasis on future technologies and innovation ecosystems. Another important development — based on presidential guidance — is the digital reform of the courts. Introducing AI tools to court systems and digitizing proceedings can enhance case management, transparency, and access to justice. The financial sector in Uzbekistan has witnessed significant digital transformation. Remote banking services and data-driven banking infrastructure have reshaped financial interactions, with an increased focus on user experience and ecosystem integration.

RESEARCH METHODOLOGY

This study employs a qualitative and analytical research methodology to examine the process of digital transformation in Uzbekistan within a global context. The research is based on the analysis of secondary data sources, including official presidential decrees of the Republic of Uzbekistan, national development strategies such as "Digital Uzbekistan – 2030", and reports from international organizations such as the World Bank, OECD, and the United Nations. In addition, the study incorporates comparative analysis to evaluate Uzbekistan's digital progress relative to global trends. Statistical data from 2024–2025, including indicators of internet penetration, ICT contribution to GDP, and GovTech rankings, are used to assess the effectiveness of digital reforms. Academic literature from Google Scholar and ResearchGate platforms is also reviewed to

10 Saidasror Gulyamov et al., Experience of development of digital technologies in Uzbekistan (E3S Web of Conferences, 2023). researchgate.net

11 Uzbekistan Enters Global Top 10 in World Bank GovTech Index, 2025
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12 Usmonov Botir, Higher Education in Uzbekistan: Transition to Digital Learning (Education Journal, 2024). researchgate.net

13 DEVELOPMENT STATUS OF THE INFORMATION AND COMMUNICATION TECHNOLOGIES SECTOR OF UZBEKISTAN: ANALYSIS FOR 2017-2024, Abdullayev Abdulla Fayzulla ugli

14 Amando Jr. Singun, Discover Education, 2025.



provide theoretical support and identify common challenges in digital transformation processes. The combination of policy analysis, statistical evaluation, and comparative approach allows for a comprehensive understanding of both the achievements and limitations of digitalization in Uzbekistan.

ANALYSIS AND RESULTS

As Li Shin highlighted that digital transformation research has moved into a rapid growth stage and covers topics such as AI, big data, blockchain, cloud computing, security and risk management¹⁵. This meta-analysis shows that digitalization is a global scientific topic covering multiple technologies. It reinforces the need for Uzbekistan to integrate AI, big data, and other innovations into its national strategy. The findings of this study demonstrate that Uzbekistan has achieved significant progress in digital transformation over the past five years. The implementation of national strategies and presidential decrees has resulted in the rapid expansion of e-government services, increased accessibility of digital platforms, and improved public service delivery. Statistical evidence indicates a steady increase in internet penetration, reaching over 83% of the population in 2024, along with a high level of mobile connectivity exceeding 95%¹⁶. The ICT sector has also shown positive growth, contributing approximately 2.7% to national GDP¹⁷. One of the most notable achievements is Uzbekistan's advancement in the World Bank GovTech Maturity Index, where it rose to 9th place globally by 2025.

Global authorities such as the World Bank, OECD, and region-specific development banks stress that digitalization is not simply technological adoption — it is a transformation of governance, economy, and social structures. In global indices, investments in ICT, data governance, AI, and broadband connectivity are strongly correlated with economic resilience and competitiveness. For instance, digital maturity assessments, such as the GovTech Index, emphasize digital legal frameworks, high-quality data systems, citizen-centric service models, inclusive access to broadband and digital skills education. These international perspectives align with Uzbekistan's strategic priorities and highlight the country's potential to accelerate development through digitalization.

Recent academic research also demonstrates that digital competitiveness depends on a combination of ICT investment, foreign direct investment, and institutional quality. According to a 2025 study on digital trade competitiveness, countries that simultaneously invest in broadband infrastructure and innovation ecosystems can increase their competitiveness by up to 50–60% in medium-term scenarios¹⁸. This highlights the importance of integrated digital strategies rather than isolated reforms.

Looking ahead, Uzbekistan's digital economy is expected to grow significantly by 2030. Based on current trends, several projections can be identified: Internet penetration is expected to approach near-universal levels (over 90%), driven by mobile expansion and infrastructure investments. The ICT sector's contribution to GDP may double, reaching 5–6% as digital services and exports expand. What is more, Uzbekistan is likely to strengthen its position in global digital rankings, potentially entering the top 5 in GovTech development if reforms continue. Artificial intelligence and data-driven governance will become key pillars of public administration.

However, achieving these outcomes will depend on addressing cybersecurity risks, improving digital literacy, and ensuring inclusive access to technology across rural areas.

CONCLUSIONS AND SUGGESTIONS

Uzbekistan's journey toward digital transformation is rooted in strategic presidential policies, institutional reforms, and global engagement. The “Digital Uzbekistan — 2030” strategy, supported by additional decrees and implementation frameworks, demonstrates a comprehensive vision for technological governance, economic modernization, and human capital development. While challenges — such as digital skills gaps and infrastructure disparities — remain, Uzbekistan's recent achievements in public sector digitalization and innovation ecosystems position it as a leading example of digital transformation in Central Asia. As countries worldwide continue to adapt to the Fourth Industrial Revolution, Uzbekistan's efforts reflect both national ambition and alignment with global digital development trajectories.

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