



**AXLOQIY SINERGIYA: DAVLAT XIZMATIDA LOYIHA BOSHQARUVIGA  
SUN'IY INTELEKTNI INTEGRATSIYA QILISH**

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**Annotatsiya.** Ushbu tadqiqotda davlat xizmatini rivojlantirish orqali davlat boshqaruvini strategik yuksaltirish, uni fuqarolarga xizmat qilishga yo'naltirish tamoyiliga urg'u berilgan "Inson-jamiyat-davlat" tamoyiliga e'tibor qaratilayotgan tadqiqotda insonlar insonlarga, davlat organlari esa o'z navbatida xalqqa xizmat qilishi kerak, degan asosiy tushuncha o'rganiladi. Ushbu tadqiqot texnologiya, etika va boshqaruv kesishuvida joylashgan bo'lib, davlat xizmatiga loyiha boshqaruvini joriy etishda AIning o'zgaruvchan potentsiali istiqbolini taklif qiladi va optimal boshqaruv uchun axloqiy imperativlarni ta'kidlaydi. U strategik rejalashtirish, innovatsiyalarni o'zlashtirish va korruptsiyaga qarshilik ko'rsatishga mo'ljallangan kadrlar bilan davlat organlarini yetishtirishga urg'u berib, "aqli tartibga solish" modellarini amalga oshirishni o'rganadi. Tahlil shuningdek, O'zbekistonda davlat xizmatini isloh qilishning jadal rivojlanishi, raqamli texnologiyalar integratsiyasi va loyihalarni boshqarish evolyutsiyasiga ham taalluqlidir.

**Kalit so'zlar:** davlat xizmati, boshqaruv, davlat xizmatini isloh qilish, aqli tartibga solish, strategik rejalashtirish, innovatsiyalarni qabul qilish, korruptsiyaga qarshilik, raqamli transformatsiya, loyiha boshqaruvi, O'zbekiston Respublikasi qonuni, davlat xizmati, raqamli O'zbekiston, sun'iy intellekt, etik sinergetika, optimal boshqaruv, O'zbekiston, ma'muriy islohotlar, Yangi boshqaruv.

**ЭТИЧЕСКАЯ СИНЕРГИЯ: ИНТЕГРАЦИЯ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА В  
УПРАВЛЕНИЕ ПРОЕКТАМИ ГОСУДАРСТВЕННОЙ СЛУЖБЫ ДЛЯ ОПТИМАЛЬНОГО  
УПРАВЛЕНИЯ**

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**Аннотация.** Это комплексное исследование углубляется в стратегический подъем государственной службы посредством трансформации органов государственного управления, подчеркивая принцип их ориентации на служение гражданам. Ориентированное на принцип «человек-общество-государство», исследование исследует ключевую концепцию, согласно которой народ должен служить народу, а государственные органы, в свою очередь, должны служить народу. Это исследование находится на стыке технологий, этики и управления, предлагая детальный взгляд на преобразующий потенциал ИИ в проектах государственной службы, одновременно подчеркивая этические императивы оптимального управления. Он исследует внедрение моделей «умного регулирования», уделяя особое внимание развитию в государственных органах персонала, умеющего стратегическое планирование, внедрение инноваций и сопротивление коррупции. Анализ также распространяется на быстрое развитие реформ государственной службы, интеграцию цифровых технологий и эволюцию управления проектами в Узбекистане.

**Ключевые слова:** Государственная служба, управление, реформа государственной службы, умное регулирование, стратегическое планирование, внедрение инноваций, устойчивость к коррупции, цифровая трансформация, управление проектами, Закон Республики Узбекистан, государственная гражданская служба, умное управление, Цифровой Узбекистан, искусственный интеллект, этический синергия, оптимальное управление, Узбекистан, административные реформы, новое управление.

**ETHICAL SYNERGY: INTEGRATING ARTIFICIAL INTELLIGENCE IN CIVIL SERVICE PROJECT MANAGEMENT FOR NEW GOVERNANCE**

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**Annotation.** *This comprehensive study delves into the strategic elevation of public service through the transformation of public administration bodies, emphasizing the principle of directing them to serve citizens. Focused on the principle of "man-society-state," the research explores the pivotal concept that the people should serve the people, and state bodies should, in turn, serve the people. This study is positioned at the intersection of technology, ethics, and governance, offering a nuanced perspective on the transformative potential of AI in civil service projects while emphasizing the ethical imperatives for optimal governance. It investigates the implementation of 'smart regulation' models, emphasizing the cultivation of state bodies with personnel adept at strategic planning, innovation adoption, and resistance to corruption. The analysis also extends to the rapid progression of civil service reforms, the integration of digital technologies, and the evolution of project management in Uzbekistan.*

**Keywords:** *Public Service, Governance, Civil Service Reform, Smart Regulation, Strategic Planning, Innovation Adoption, Corruption Resistance, Digital Transformation, Project Management, Law of the Republic of Uzbekistan, State Civil Service, Smart Governance, Digital Uzbekistan, Artificial Intelligence, Ethical Synergy, Optimal Governance, Uzbekistan, Administrative Reforms, New Governance.*

**Introduction.** The integration of artificial intelligence (AI) technology into civil service holds paramount importance in modern governance. As societies progress into the digital era, leveraging AI in public administration introduces unprecedented opportunities for efficiency, innovation, and improved service delivery. This transformative integration has the potential to streamline bureaucratic processes, enhance decision-making, and optimize resource allocation.

AI's capacity to analyze vast datasets rapidly and make data-driven predictions can revolutionize policy formulation and implementation. Moreover, automation of routine tasks allows civil servants to focus on high-value responsibilities, fostering a more agile and responsive government. As technology continues to advance, embracing AI in civil service becomes not just advantageous but imperative for staying abreast of societal needs and global developments.

However, amid these promising prospects, ethical considerations must be integral to the implementation of AI in civil service. Striking a balance between technological advancements and ethical principles is crucial to ensure responsible governance, protect citizens' rights, and maintain public trust. Thus, the integration of AI into civil service represents a pivotal step towards modernization, efficiency, and, critically, ethical governance.

**Literature review.** Florini's book delves into the dynamics of intelligence, secrecy of intelligence in the era of Public Accountability [2]. The article from Global Governance offers a contem-

porary perspective on what a new model of governance might entail. Exploring this source provides insights into emerging trends and discussions surrounding governance models, offering a broader context for understanding the "New Governance" paradigm [3]. Karatzogianni's work focuses on the research design for an integrated AI ethical framework. This contributes to the discourse on ethical considerations in AI, providing guidance on developing comprehensive frameworks to ensure responsible and ethical AI integration [6]. Salamon's introduction to the tools of public action within the "New Governance" framework provides insights into the practical mechanisms employed in collaborative governance. It contributes to understanding how various tools are harnessed to address public issues in this evolving governance model [8].

Rhodes' work introduces the concept of "New Governance," emphasizing collaborative approaches and the involvement of external entities in public problem-solving. It forms the theoretical basis for understanding the shift from traditional government-centric models to collaborative governance structures [11].

Some researches delve into the implications of datafication in child welfare services. It sheds light on the political, economic, and power dynamics associated with the use of data in public services, offering a critical perspective on the challenges and consequences of data-driven governance [14].

Research results of several researchers focused on automated hiring systems, this paper

explores the multifaceted nature of addressing discrimination. It provides insights into the social, technical, and legal dimensions of using AI in hiring processes, contributing to the broader discourse on ethical considerations in AI applications [18].

Scott's handbook on social network analysis is a foundational text providing methodologies for studying relationships and interactions within networks. Understanding social network analysis is essential for comprehending the relational aspects of governance and collaborative approaches in the "New Governance" model [19].

**Research methodology.** This study utilizes an analytical methodology and adopts a comparative approach. The research relies on the analysis of existing statistical data, both from international and domestic sources, pertaining to the practical utilization of artificial intelligence in public administration. The foundational underpinning of this investigation is derived from theoretical frameworks developed by scholars who have explored the potential and challenges of artificial intelligence in contemporary contexts.

**Analysis and discussion of results.** Today, elevating public service to new heights, particularly by transforming the operations of public administration bodies based on the principle of "directing them to serve citizens," stands as a priority in our state's policy. The enhancement of public service will undoubtedly yield significant effects in the social, economic, political,

and humanitarian spheres of society's development.

The organization of this service, guided by the principle of "man-society-state," represents a crucial trend in contemporary societal and state development. Within the framework of public service geared toward people's interests, a fundamental tenet is that "the people should serve the people, and not the state bodies; the state bodies should serve the people." This principle was enshrined in the Law of the Republic of Uzbekistan "On State Civil Service" No. ORQ-788, adopted on August 8, 2022, providing additional guarantees for the protection of employee' rights and legal interests.

However, the imperative to enhance public service reform and efficiency in management remains relevant today. Tasks in this direction were initially outlined in the "Concept of Administrative Reforms in the Republic of Uzbekistan" approved in 2017. The introduction of "smart regulation" models is proposed to clarify the tasks of executive authorities, their implementation mechanisms, and spheres of responsibility. This aims to enhance coordination and improve mutual cooperation processes, fostering state bodies with personnel capable of strategic planning, rapid innovation adoption, and resistance to corruption. And it should be noted, that a legal and regulatory analysis revealed that civil service reforms progressed rapidly from 2016 to 2018 (Figure 1).

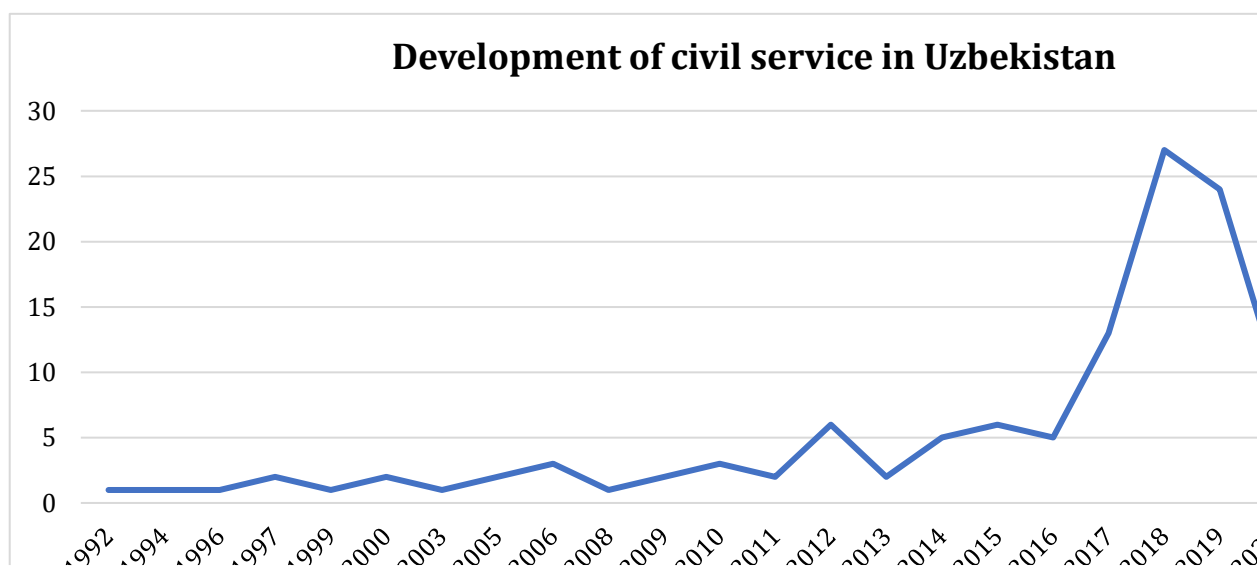


Figure 1. Development of civil service reforms

In particular, the Decree of the President of the Republic of Uzbekistan No. PF-6079 dated 05.10.2020, "On Approval of the Strategy "Digital Uzbekistan – 2030" and Measures for Its Effective Implementation," emphasized the importance of

state bodies in fully implementing digital transformation programs. Furthermore, the President's decision of 17.02.2021, "On Measures to Create Conditions for the Rapid Introduction of Artificial Intelligence Technologies" (PQ-4996),

highlighted the development of AI technologies in state administration and their use to improve public services and enhance state bodies' efficiency in data processing.

Project management development in Uzbekistan commenced in 2017. As part of collaboration with the UAE, the National Agency for Project

Management under the President of the Republic of Uzbekistan (Presently, it is renamed the “National Agency of Prospective Projects of the Republic of Uzbekistan”) was established in March 2019 by President Sh.Mirziyoyev’s decision No. PF-5120 dated July 24, 2017 (Figure 2).

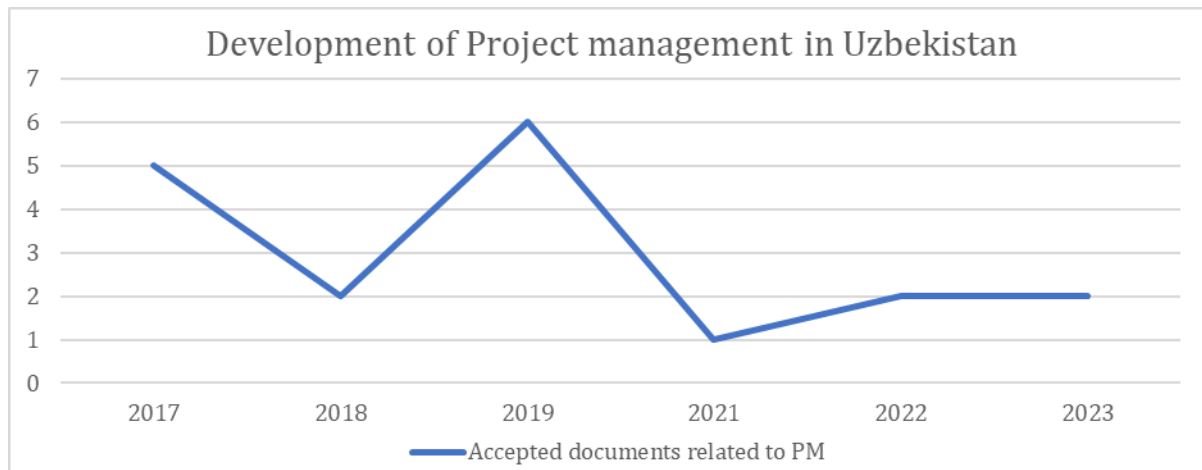


Figure 2: Development of project management

If we observe the trajectory of project management development, it is discernible that, subsequent to reaching its zenith in 2019, the field experienced a precipitous decline in 2021. However, it is noteworthy that a considerable resurgence has been witnessed in 2022, with the current state remaining relatively stable. It is imperative to acknowledge the integration of Artificial Intelligence (AI) into the realm of project management within the civil service.

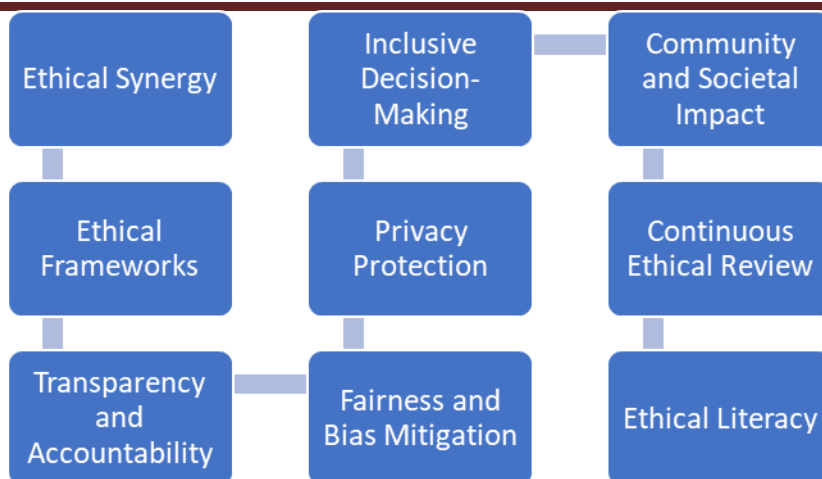
This approach can be termed “New Governance.” Two defining features, identified by researchers, are its use of the term “Governance” instead of “government”. The focus here is on what could be considered the central reality of public problem-solving in the foreseeable future – its collaborative nature and dependence on various external entities beyond the government to address public issues and pursue public objectives. This approach becomes essential due to the increasing complexity of problems that surpass the government’s capacity to handle independently. Additionally, disagreements regarding the appropriate goals of public action and the government’s diminishing authority to enforce its will without involving other key stakeholders necessitate a collaborative approach, granting them a meaningful role in decision-making. The term “new” is introduced to acknowledge that while collaborative approaches are not new, they need to be approached in a more organized manner. This entails a more explicit recognition of the

significant challenges they present and the valuable opportunities they offer.

Ethical Synergy of integrating Artificial Intelligence in PC refers to the deliberate and conscientious incorporation of artificial intelligence (AI) into various processes, systems, or projects while placing a strong emphasis on ethical considerations. The term “ethical synergy” underscores the idea of harmonizing technological advancements, particularly AI, with ethical principles and values. It signifies a strategic approach to ensure that the integration of AI aligns with moral standards, societal norms, and the well-being of individuals (Figure 3).

The concept involves the establishment of ethical frameworks that guide the development, deployment, and use of AI technologies. These frameworks define principles and guidelines to ensure that AI applications adhere to ethical standards, protecting the rights and interests of individuals. Ethical synergy requires transparency in how AI algorithms operate and make decisions. Organizations and developers are accountable for explaining the inner workings of AI systems, particularly when these systems impact individuals or communities.

Recognizing and addressing biases within AI algorithms is a critical aspect of ethical synergy. Efforts are made to ensure that AI applications treat all individuals fairly, without favoring or discriminating against specific groups. Ethical integration of AI involves safeguarding individuals’ privacy.



**Figure 3. Key Components of Ethical Synergy in Integrating Artificial Intelligence**

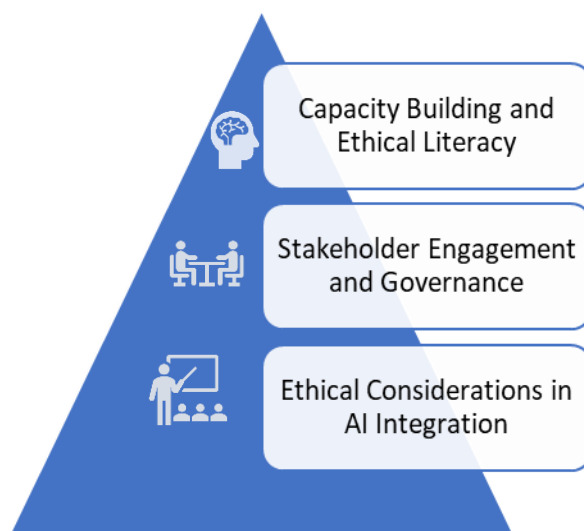
Measures are implemented to secure the collection, storage, and processing of sensitive data, minimizing the risk of unauthorized access or misuse.

The concept encourages inclusive decision-making processes, involving diverse stakeholders such as policymakers, experts, end-users, and the public. This inclusivity ensures that a broad range of perspectives informs the ethical considerations in AI integration. Ethical synergy extends beyond individual considerations to encompass the broader impact on communities and society. Evaluations are conducted to understand how AI applications contribute positively to societal goals while avoiding unintended negative consequences. The ethical implications of AI integration are subject to ongoing review and adaptation. As technology evolves, ethical standards are revisited to address new challenges and ensure that AI remains aligned with evolving societal values. Building ethical literacy among developers, policymakers, and the general public is crucial.

This involves providing education and awareness to enable individuals to make informed decisions regarding the ethical implications of AI.

In essence, Ethical Synergy of AI integration signifies a holistic and ethical approach to incorporating AI into various domains, with a commitment to maintaining integrity, fairness, and societal well-being throughout the technological advancement process. It reflects a proactive stance in ensuring that AI serves as a positive force, contributing ethically to the betterment of individuals, communities, and society as a whole.

The study delves into the multifaceted realm of integrating artificial intelligence (AI) in civil service project management within the context of “New Governance”. This approach signifies a paradigm shift in public administration, moving beyond traditional governmental structures to embrace collaborative and inclusive strategies. As we explore the ethical dimensions of this transformative process, following key insights and implications emerge (Figure 4):



**Figure 4. Key insights of integrating artificial intelligence (AI) in civil service project management within the context of “New Governance”**

**Ethical Considerations in AI Integration:**

The integration of AI technologies in civil service projects raises ethical considerations that demand careful examination. One of the primary concerns revolves around data privacy and security. As AI systems process vast amounts of sensitive information, ensuring robust safeguards to protect individuals' privacy becomes paramount. Ethical frameworks must be established to govern the collection, storage, and utilization of data, with a focus on transparency and informed consent.

Moreover, the ethical deployment of AI necessitates a commitment to fairness and equity. The algorithms driving AI systems should be scrutinized for biases, and mechanisms should be in place to rectify any discriminatory outcomes. As civil service projects aim to serve diverse populations, the ethical imperative is to ensure that AI applications do not exacerbate existing inequalities but rather contribute to equitable service delivery.

**Stakeholder Engagement and Governance:** The "New Governance" approach emphasizes collaborative decision-making, acknowledging the limitations of traditional top-down structures. Ethical synergy in AI integration necessitates meaningful stakeholder engagement. Inclusivity in decision-making processes ensures diverse perspectives, fostering ethical practices that align with societal values. It is crucial to establish governance models that involve not only governmental bodies but also non-governmental organizations, the private sector, and the general public.

The challenge lies in balancing the need for stakeholder engagement with the imperative to maintain efficiency and responsiveness in project management. Striking this balance requires ongoing dialogue, transparent communication, and mechanisms for addressing divergent ethical perspectives. Creating platforms for public discourse on AI applications in civil service projects

becomes a crucial component of ethical governance.

**Capacity Building and Ethical Literacy:** A key ethical dimension of AI integration is the imperative to build capacities and enhance ethical literacy. As AI technologies evolve, it is crucial for the workforce involved in civil service projects to be equipped with the knowledge and skills necessary for ethical decision-making. Training programs should emphasize the ethical implications of AI applications, enabling practitioners to navigate complex ethical scenarios that may arise during project implementation.

Furthermore, fostering ethical literacy extends beyond the immediate workforce to the broader public. An informed citizenry can actively participate in shaping the ethical contours of AI integration, contributing to a governance landscape that aligns with societal values and expectations.

**Conclusions and recommendations.** In summary, project management standards play a pivotal role in optimizing AI adoption by providing a structured approach to planning, executing, and controlling AI projects. They contribute to strategic alignment, risk management, resource optimization, timely implementation, stakeholder communication, quality assurance, scalability, flexibility, and compliance – all of which are crucial for the successful integration of AI technologies in diverse organizational settings.

The legal frameworks surrounding AI in civil service are multifaceted, addressing various dimensions of AI governance. These frameworks aim to balance technological advancements with ethical considerations, safeguarding individual rights, and ensuring accountability in the use of AI within government agencies. Continued refinement and adaptation of these legal frameworks are essential to keep pace with the evolving landscape of AI technologies and their applications in the civil service sector.

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