Project Management Development Trends In Uzbekistan

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Abstract
Project management in the Republic of Uzbekistan is undergoing a period of active transformation, driven by the increasing scale of infrastructure and social projects and the need to improve resource management. Digitalization of project management is reflected in the implementation of cloud technologies, data analytics, the recently widely used artificial intelligence (AI), and other tools to improve the efficiency of project activities in various sectors, including public administration and large corporations.
Keywords: Artificial intelligence, cloud tools, flexible technologies, planning and control of project implementation process.

Introduction

Project implementation and management in the Republic of Uzbekistan encompasses the application of general principles, including all classic stages from initiation to completion, and the use of modern methods and widely used tools, such as Agile and Waterfall. Project managers undoubtedly play a key role in planning, organizing, and overseeing the work of teams, as well as the demand for their services in various sectors of the economy, including construction and manufacturing.

The development of project management in Uzbekistan is characterized by a growing interest in the application of international standards and modern tools, which is reflected in the advanced training of specialists and the introduction of digital platforms aimed at enhancing the efficiency of business processes and the successful implementation of projects in various sectors of the economy. Project management in the Republic of Uzbekistan is undergoing a period of active transformation, which is associated with the increasing scale of infrastructure and social projects, as well as the need to improve resource management. The practice of digitalization of project management is manifested in the introduction of cloud technologies, data analytics, recently widely used artificial intelligence (AI), and other tools to improve the efficiency of project activities in various sectors, including public administration and large corporations. The goal of digitalization is to improve transparency, accelerate decision-making, and optimize the use of resources through automation and digital platforms. Project management in the Republic of Uzbekistan is regulated by a number of regulations, the most significant of which are the following: - The Law of the Republic of Uzbekistan "On Public Procurement" (2017). This law regulates the process of implementing government orders, including design, construction, and other types of contract work. It establishes requirements for the contracting process, defines mechanisms for monitoring the fulfillment of obligations, and determines the responsibilities of the parties. It is important to note that this law provides the legal basis for public procurement, making it a key tool for the implementation of public projects. - The Law of the Republic of Uzbekistan "On Public-Private Partnerships" (2018). This normative act regulates relations between the state and private companies in the

implementation of large-scale infrastructure projects. It provides legal mechanisms for attracting private investment in public projects, which is of great importance for accelerating the process of infrastructure modernization and the implementation of large-scale initiatives. The law establishes the principles for establishing joint ventures, sharing risks and benefits, as well as procedures related to project financing and management. - Resolutions and instructions of the Cabinet of Ministers and the Ministry of Economy. These acts regulate various aspects of project management, including project implementation mechanisms in certain economic sectors, such as construction, energy, transport, and others. For example, there are a number of resolutions governing tender procedures, tender commissions, and standards for the implementation of project work in various fields.

Literature review

To describe the study, an in-depth analysis of the literature was conducted, the list of which is given at the end of this article {1,2,3,4,5,6,7,8,9,10,11,12,13}.

The fundamental principles and standards for project management were defined in 2017 in accordance with the Decree of the President of the Republic of Uzbekistan No. PP-3150 dated July 27, 2017, " On the Organization of the Activities of the National Agency for Project Management under the President of the Republic of Uzbekistan." The draft state standard was developed in accordance with the Decree of the President of the Republic of Uzbekistan dated July 24, 2017, No. UP-5120, ″ On Measures for the Implementation of the Project Management System in the Republic of Uzbekistan."

In accordance with the Presidential Decree No. PP-3245 of August 29, 2017, "On measures to further improve the project

management system in the field of information and communication technologies," impetus was given to the development of projects for the further development of the "Electronic Government" system, the implementation of information systems in economic sectors and the maintenance of public order.

Methodology

The research methodology is based on a systematic study of the management practices of implemented projects in the republic and consideration of observed trends in the field of project management. Examples of standards and methodologies in the field of project management

As for the spheres of influence of standards in the world, this can be expressed by an example [1]:

What are the main trends in project

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[1] https://sovman.ru/articletop/project-management/standarty-upravleniya-proektami/

management that project managers are facing in the near future [2]?

1. **The influence of generative Artificial Intelligence will certainly and rapidly grow.**

Generative AI such as ChatGPT and Google Gemini is rapidly changing the way professionals perform their work across industries. And there's good reason why both employers and employees are eager to embrace this emerging technology in the workplace: a PMI (Project Management Institute, USA) study shows that 54% of respondents use GenAI in 16–50% of projects, and 20% use it in more than half of their projects, demonstrating widespread adoption across industries and highlighting how strategic AI integration helps accelerate project delivery, maintain budget discipline, and improve overall quality standards.

2. **More and more project management tasks will be automated** [3].

As AI technologies become increasingly integrated into existing platforms and workflows, project managers can expect to see an increasing number of their day-to-day tasks automated. According to McKinsey's "State of AI 2025" report, organizations are redesigning workflows to incorporate generative AI into planning, reporting, and resource allocation processes.

3. **Remote and hybrid work will remain** [4].

Remote and hybrid work have become a widespread work style, and this is unlikely to change as more and more employees accept it as the norm. This shift means organizations need to rethink their approaches to employee and project management. According to the World Economic Forum, the number of remote workers worldwide will grow by 25%, reaching an estimated 92 million by 2030.

4. **Technical skills will be in demand more than ever** [5].

The transformation many organizations and work processes are undergoing as artificial intelligence and hybrid work become the norm means digital skills will be more important than ever. For example, the World Economic Forum's Future of Jobs 2025 report notes an 87% increase in demand for artificial intelligence and big data skills from 2025 to 2030, as well as a 68% increase in demand for technological literacy, in addition to increased demand for high-impact skills such as creative thinking, analytical reasoning, and lifelong learning.

5. **Emotional intelligence will become much more important** [6].

As companies invest in new technologies, the need for employees with excellent interpersonal skills and developed emotional intelligence is growing. A Capterra survey conducted in late 2024 shows that 85% of project managers have increased their use of emotional intelligence over the past two years, recognizing the growing importance of these skills amid the development of new technologies and the increasing prevalence of remote and hybrid work. These findings align with the findings of the World Economic Forum's Future of Jobs Report 2025, specifically the growing demand among employers for creative and analytical thinking.

6. **The environmental and social impact of projects will be more important than ever** [7].

The environmental and social impact of organizations is a growing concern for both consumers and regulators today. According to a study published in Harvard Business

[2] https://www.pmi.org/learning/thought-leadership/benefits-of-ai-for-project-management
[3] The state of AI March 2025 Alex Singla Alexander Sukharevsky Lareina Yee Michael Chui Bryce Hall How organizations are rewiring to capture value, page 3

[4] https://www.weforum.org/stories/2024/01/remote-global-digital-jobs-whitepaper/
[5] Future of Jobs Report 2025 INSIGHT REPORT JANUARY 2025
[6] Ibid.
[7] https://hbr.org/2023/09/research-consumers-sustainability-demands-are-rising

Review, sustainability builds consumer trust, especially among younger consumers who will become tomorrow's influential buyers, and can have a significant positive impact on a company's market value.

7. **More attention will be paid to change management** [8].

If there's one word that can describe what employers and employees can expect from 2025 onward, it's "change." New technologies, work environments, and regulations mean a shift to new systems, processes, and legal structures that organizations must effectively integrate into their daily operations to succeed in the marketplace.

8. **Organizations will prioritize resource management to maintain efficiency** [9].

Many organizations may prioritize resource management to reduce costs and optimize profits. Moreover, many organizations are poised to increase investments in resource management solutions in the near future. For example, Research and Markets predicts that the North American enterprise resource planning market is likely to reach $35.01 billion by 2030, representing a compound annual growth rate (CAGR) of 9.51% over the forecast period from 2025 to 2030.

9. **Cybersecurity will become more important than ever**.

Cloud platforms enable teams to collaborate globally, effectively enabling remote and hybrid project management. This is a huge advantage for organizations changing their work styles. However, it also means they are potentially exposed to various cybersecurity threats, such as malware, phishing attacks, and injection attacks, which put their data and finances at risk. Organizations will consider cybersecurity a top priority amid the new

wave of digital transformation. Project professionals looking to stand out from the crowd may want to consider deepening their knowledge of frameworks, protocols, and architecture.

Fig. 1 Development of the electric power industry of Uzbekistan in 2017–2024

The republic is implementing comprehensive measures to actively develop the digital economy, as well as the widespread introduction of modern information and communication technologies into all sectors and areas, primarily public administration, education, healthcare, and agriculture.

In particular, the implementation of over 220 priority projects has begun, including the improvement of the e-government system, the further development of the domestic software and information technology market, the organization of IT parks in all regions of the republic, and the provision of qualified personnel for this sector.

In addition, a comprehensive program, "Digital Tashkent," is being implemented, which includes the launch of a geoportal integrated with more than 40 information systems, the creation of an information system for managing public transport and municipal infrastructure, and the digitalization of the social sphere, with the subsequent dissemination of this experience to other regions [10].

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[8] https://www.prosci.com/blog/change-management-trends-2024-and-beyond

[9] https://www.researchandmarkets.com/report/north-america-enterprise-resource-planning-market

[10]On approval of the Digital Uzbekistan 2030 Strategy and measures for its effective implementation UP-6079, October 5, 2020

Examples of the development of some industries through large investment projects are presented in the figure below.[11]

Fig. 2. Development of the banking sector of Uzbekistan in 2017–2024.

In our opinion, and that of the majority of experts working as sector specialists, when discussing the implementation of large infrastructure projects in Uzbekistan, we note the following key issues and challenges, the solution of which will allow for the rapid and effective implementation of the planned project's objectives and the mitigation of emerging problems or risks:

1. *Excessive bureaucracy* in resolving critical issues related to project implementation. Lengthy and complicated procedures that:

a. create obstacles to business;

b. increase the timeframe for project implementation;

c. increase project costs.

Insufficient investor protection is sometimes observed . Certain issues, insufficiently addressed in the legal framework, can create risks for investors, especially foreign ones.

1. *Lack of funding or exchange rate changes:*

a. many projects face insufficient investment and difficulties in raising funds;

b. Fluctuations in exchange rates and inflation can negatively impact project budgets.

Lack of skilled workers:

a. the lack of a sufficient number of specialists with the necessary skills and experience may slow down the execution of works;

b. lack of infrastructure for training and preparation of specialists for planned and envisaged projects;

c. the absence of a national system of accreditation and certification of project managers who can obtain certificates according to the standards of such International Project Management Organizations as PMI and IPMA.

2. Poor project management, which ultimately leads to missed deadlines and cost overruns. This is primarily due to:

a. insufficient and detailed project planning;

b. weak control and appropriate coordination at all stages of project implementation;

c. insufficient interaction between project stakeholders.

Fig. 3. State program Year of the Environment and Green Economy

The above mentioned problems and difficulties are connected, first of all, with such sectors as:

• construction sites where various violations of building codes and regulations are frequently observed;

• illegal construction sites;

• insufficient control, systematic control and monitoring of construction projects.

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[11]https://review.uz/post/ozbekistonda-elektroenergetika-sohasining-2017-2024-yillarda-rivojlanishi

The resolution of these issues and problems is carried out in the republic through the following measures:

• The Government of Uzbekistan is actively implementing reforms aimed at improving the investment climate and simplifying administrative procedures;

• Some higher education institutions have opened Master's programs in Project Management;

• Special short-term training courses on the Project Management course are regularly organized in online and offline formats;

• Events are being carried out to digitalize public services and support small and medium-sized businesses.

• Efforts are being made to increase transparency and combat corruption

Fig. 4. New large capacities in the "green" energy sector of Uzbekistan

In addition, it is advisable to introduce new methods and tools that will increase the efficiency of ongoing projects and more quickly achieve the project's intended goals:

• use of modern methods such as Agile and Waterfall;

• use of modern flexible tools such as : Scrum , Kanban , Lean ;

• using software products such as Jira , Trello , Asana And Bitrix 24 .

The main aspects and examples in this direction can be the following activities:

• *Process automation When implementing projects* , we use software and systems to automate routine tasks within projects,

freeing up resources for more strategic purposes.

• *Cloud technologies* **.** Implementation of cloud platforms for data storage, project collaboration, and document management, ensuring accessibility and flexibility.

• *Big data analytics (so-called Big Data).* Using big data to identify trends, anticipate risks, and make more informed decisions throughout every phase of a project.

• *Application of Artificial Intelligence (AI).* AI is used for intelligent data analysis, automated reporting, and optimized project planning.

• *Digital government services.* Implementation of digital platforms for managing government projects, providing services, and interacting with citizens and project stakeholders.

• *Corporate Governance.* Implementing digital project management tools in companies to monitor project progress, manage budgets, and track key performance indicators.

CONCLUSION

Uzbekistan is a full member of the International Project Management Association. March 30, 2019 - The Uzbekistan Project Management Association (UPMA) became a member of the International Project Management Association (IPMA). This gives the right to certify project management specialists in Uzbekistan at the international level. Thus, certificates issued by the Uzbekistan Project Management Association will be valid worldwide. The International Project Management Association (IPMA) is a non-profit professional association founded in 1965 in Zurich, Switzerland, and designed to unite project management specialists from around the world. The main goal of IPMA is to promote the development of project management competencies among professionals, project teams, and organizations in all areas of creative activity on a global scale. Since 1995, IPMA has

been developing its own 4-level certification system for project management specialists (the 4LC model). IPMA currently unites more than 70 national project management associations from all continents.

The Uzbekistan Project Management Association (UPMA) was established in January 2019. UPMA's mission is to foster a professional environment and create favorable conditions for the successful implementation of projects in Uzbekistan, as well as to train highly qualified project management specialists.

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