



BEING A HEAD OF MAHALLA IS A RESPONSIBILITY THAT AFFECTS PEOPLE'S DESTINIES AND FUTURES, THEIR JOYS AND WORRIES



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IF THE NUMBER OF SOCIALLY ACTIVE PEOPLE INCREASES, OPPORTUNITIES AND RESULTS WILL IMPROVE



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THE LEADER OF YOUTH IS THE ADVOCATE OF SOCIETY, ITS STRENGTH, AND ITS INITIATOR



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Mahalla

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On the basis of the Resolution of the President of the Republic of Uzbekistan of December 21, 2023 "On measures to strengthen the role of the institution of the mahalla in society and ensure its functioning as the first line in solving the problems of the population", the Organization of Uzbekistan's mahalla was established.



By the decision of the President of the Republic of Uzbekistan of December 21, 2023 on adoption of supplementary measures to strengthen the activities of the Organization of Uzbekistan's mahalla and improve the governance system in the mahalla, the Association will be formed by the governments of the Republic of Kazakhstan, the city of Tashkent and the provinces, and the departments of municipalities.



Today, 14 territorial administrations of the Organization of Uzbekistan's mahallas, 208 district (city) offices, 9 452 mahallas of Uzbekistan's mahallas are operating in the country.

INTERVIEW

Knowledge leads to learning, and experience leads to striving for initiative



An interview with Khahramon Kuchkorovich, leader of the Association of mahallas of Uzbekistan and Doctor of Political Sciences

— Khahramon Kuchkorovich, since the establishment of the Association of Mahallas of Uzbekistan, the system's activities under your leadership have been under constant attention from mahalla staff and the wider public. In this process, you have directly visited the regions and had face-to-face discussions with mahalla staff. In this context, could you tell us what aspects are prioritized in the activities of the "Seven mahalla members"? In particular, how well are the representatives of the "seven mahalla members" in the regions aware of the essence of today's changes.

—First of all, it is important to emphasize that achieving the goals and objectives assigned to mahalla activists is not a simple task; it is a complex and highly responsible job. For this, each staff member must work sincerely, approach their work conscientiously, and understand the problems of those in need as if they were their own, putting themselves in the position of others.

At the same time, during the process of directly studying mahallas, discussions were held with the representatives of the "Seven mahalla members" and their problems were listened to. Generally speaking, there have been changes in their worldview, thinking, and work activities. Today, most mahalla activists are deeply understanding their responsibilities. For example, I visited the "Olmazor" mahalla in the Bulungur district and spoke with the residents. People are grateful for the mahalla system and its staff and are pleased with the changes. Based on the needs of the population, the community center is being built in an exemplary manner — in a multi-functional format. In a short period, the ground floor will host a health improvement center, the first floor will have rooms for mahalla staff activities, the second floor will house a sewing enterprise, and the third floor will be dedicated to an information technology center.



— If reforms are well-thought-out and wide-ranging, reaching even the most remote villages, and people see and feel these changes in their daily lives, they will yield results. As an experienced leader, what do you think the role of the regional management of the Association and the heads of local departments should be in these processes?

— Serving the people with sincerity and gaining respect and prestige through this is a great fortune that

not everyone is granted. This is achieved through dedication, initiative, organization, and a responsible approach to one's work, considering public service as a duty.

Mahalla work is not a process dependent on a single person. Not everyone can work effectively within this system. One aspect that must always be remembered is the need to ensure that each staff member works systematically and to coordinate their

efforts. Each resident of the mahalla should feel responsible for their own and their family's future, financial situation, and well-being, and should not become accustomed to dependency. This is also a significant challenge for the system's staff: it can be addressed through proper and targeted outreach efforts in the regions.

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The mahalla – is a method of self-government that is characteristic of the traditions and values of the Uzbek people, and its history goes back to ancient times. Historical sources indicate that the first families lived in Sopolitepa, a monument of the Bronze Age. The community of the big families was liberated by the artilleryman chosen from among them.



As of the first half of 2024, 9,452 mahalla leaders are leading citizens' meetings in 9,452 mahallas. Also, the chairmen coordinate the work of the "Seven mahalla members" and provide general leadership to them. "Seven mahalla members" includes the leader of the mahalla, deputy mayor, youth leader, women's activist, social worker, tax inspector and prevention inspector.

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INTERVIEW

Knowledge leads to learning, and experience leads to striving for initiative



– The 208 district (city) department heads of the Association are direct and constant assistants to the "Seven mahalla members" and the mahalla chairperson. Unfortunately, along with exemplary mahalla, there are also areas where crime, family separations, and unemployment persist or even increase. How should the department heads approach be working with such mahalla activists?

– The mahalla is such a place that every process in the area, whether negative or positive, is directly related to the mahalla. For example, if crime is increasing, it means that something is going wrong in the area; if unemployment is high, it indicates that those responsible are not handling their duties properly, and not everyone is benefiting from the provided privileges. In this context, the leader and mahalla

chairperson must take responsibility. First and foremost, mahalla with the aforementioned issues should be selected, and if necessary, targeted and specific measures should be defined for them.

In the "Seven mahalla members" structure, there are members responsible for each area, and it is important to direct them towards a common goal. The question "What needs to be done to address or prevent the problem?" should be raised, and first and foremost, the members of the council need to be active, expressing their opinions, approaches, and suggestions on any issue.

If the representatives of the "Seven mahalla members" approach creating a healthy social environment with a sense of responsibility and can inspire the people to do the same, and if they feel the weight of responsibility at every step, then problems will not accumulate in such a mahalla. The primary task of the department heads is to mobilize these "golden links" – the members of the "Seven mahalla members" – towards a common goal.

The leader must be able to listen to people. Whether the person making the appeal is young, elderly, or of middle age, their opinions, words, and concerns must be heard. If the leader does not view people's problems as their own, and cannot put themselves in their place, they will

not reach the core of the issue. A person who comes to the mahalla asking for help should not leave in despair; they should find solace, and if necessary, leave with gratitude towards the mahalla staff. Only then will trust in the system be fostered. The worst affliction is indifference. Not only should responsible leaders and members of the "Seven mahalla members" be free from this affliction, but they should also keep their neighbors away from it. Where indifference exists, there is no development or progress. Therefore, it is essential to remain vigilant, alert, and aware of events happening both domestically and abroad.

Among the district leaders, there are also female leaders. While once the appointment of a woman as a leader was considered exceptional, today it has become a vital necessity. Indeed, a woman's management style is often more calm, balanced, and gentle. Determination, patience, and the ability to see any issue through to the end are key to a female leader's success. In a team led by a woman, attention to responsibility and even minor issues is a primary factor. This quality is especially crucial in the mahalla system. Therefore, female leaders need to demonstrate dedication with confidence, vigor, and Eastern grace without diminishing their trust in themselves.

– Let's focus on some of the processes within the system. Today, social assistance and services are being provided at the mahalla level, which raises the need to address the human factor and digitize the mahalla system. Isn't that so?

– You're right. Currently, social assistance and subsidies are provided based on the collegial decisions of the "Seven mahalla members." In other words, the "Seven mahalla members" makes independent decisions and is accountable for these decisions to the public.

To ensure the targeted and transparent distribution of assistance, we have minimized the human factor as much as possible. The point is, instead of separate platforms managed by the deputy mayor, women's activists, and youth leaders, we have launched the "Digital Mahalla" unified electronic platform. This platform allows us to monitor whether the assistance provided through the "Iron Notebook," "Youth Notebook," and "Women's Notebook" actually reaches those in need. At the same time, the scope and targeting of assistance provided through the "Mahalla Balance" can be studied, and the activities of the "Seven mahalla members" can be evaluated. From now on, the primary study and resolution of citizens' socio-economic

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Being a head of mahalla is a responsibility that affects people's destinies and futures, their joys and worries



Today, people have a heightened sense of responsibility for the fate and prosperity of their country. Especially among mahalla chairmen, there is a strengthened spirit of responsibility and initiative. As leaders, they are more dedicated to serving the people and are driven by a desire to contribute effectively.

The 'Seven mahalla members' structure has been established, with each direction having its own leader. The status of mahallas and the authority of chairmen have been elevated, and attention is being paid to ensuring that all issues find solutions locally. The mahalla has truly become a center for reforms. In this context, a closer look at the current activities of mahalla chairmen raises the question: 'What should each chairman know and what virtues should they possess to approach their work in accordance with modern demands?' Because if the leader is not active, social engagement in the mahalla will not develop.

The mahalla leader is a representative of the nation!

Today's leader must be able to bring any issues concerning mahalla life to the attention of leaders, governors, and local councils. In fact, the modern mahalla chairman is not just a performer of tasks as in the past but is considered the true manager of the area and a representative of the people.

The mahalla addresses issues in the area by proposing them to the district and city councils of people's deputies. They participate in the development and discussion of draft decisions related to the mahalla. In this process, the responsibility of mahalla chairmen is doubled. They are the ones who know the mahalla's specific aspects, problems, and achievements better than anyone else. Therefore, it is required that they accurately present issues to the leaders, propose solutions, and continue efforts until the problem is resolved. Leaders must stand out with their activity, independent thinking, organizational skills, and entrepreneurial spirit. Only then will people trust and follow them.

The mahalla leader is a promoter of spirituality!

"When we say 'It takes seven mahallas to raise one child,' we recognize that the mahalla is a structure deeply involved in the moral and educational processes within society. Indeed, in the upbringing of families, children, and youth, this structure has always been a powerful force. In this sense, today the mahalla must be the face of spirituality, as demanded by the President.

Now is the time for leaders to fundamentally change their approach to work in the fields of spirituality and education. Improving the education, spirituality, and enlightenment of youth should become their daily priority. The collaboration between 'School – Parents – Mahalla' should no longer be just a formality on paper but a functioning practice.

The richer the spiritual world of mahalla mahalla chairmen, the more engaging and meaningful community life will be. Unity in interests and aspirations will emerge within the mahalla. During interactions with people, the mahalla chairman must remember to adhere to certain standards. For example, even if negative opinions are expressed towards them, they should not consider themselves infallible and must avoid inappropriate behavior. It is essential to make an effort to understand the person making the request, as a lack of mutual understanding can hinder reaching a satisfactory resolution for both sides.

The mahalla leader is a true guide!

Today, the leader must become a real leader of the area, with a politically aware and well-rounded worldview. Why? Because the times and environment demand it. For example, in the mahalla today, the deputy mayor, women's activists, youth leaders, social workers, tax inspectors, and prevention inspectors work shoulder to shoulder with the leaders of mahalla.



of work in the mahalla increases, it is essential to properly distribute tasks, unite the representatives of the 'Seven,' and resolve local issues. The leader needs to be an experienced individual who understands the people's moods and lifestyle well. Experience cannot be accumulated in 2 or 3 years. Moreover, 3 years was not sufficient for leader to fully demonstrate their knowledge and management abilities. Now that mahalla leaders are elected for a 5-year term, this means that their sense of responsibility, accountability, and approach to work will also increase accordingly, and expectations will be higher. From now on, they must not only work on the social and economic development of the mahalla and improve the well-being of the population but also take on responsibility for the fate of each family and individual, show dedication, and reflect the thoughts and goals of the mahalla through their activities.

The mahalla leader supervises and coordinates their activities. Therefore, the leader must be some-one who deeply understands their roles and comprehends the essence of the ongoing reforms in all areas. Simply put, for the mahalla leader to be one level above the 'Seven' members, they need to understand each of their duties and be able to direct them towards priority goals. Today, mahalla leaders are at a time when they must become true leaders. Experience, skills, expertise, knowledge, intelligence, and understanding play a significant role in leadership. Therefore, they must actively utilize their abilities and talents and continue to seek improvement. They need to deeply study life, the way people live, and their worldviews. Today, the issue of extending the term of office for mahalla leader to 5 years is being considered. Why? After the volume

The mahalla leader — a businesslike, enterprising leader!

"The pace of change does not stop; the current era presents us with new demands. In this process, merely being an organizer and initiator is not enough. Leadership requires high intellect, strength, perseverance, innovation, continuous self-improvement, and, when necessary, entrepreneurial skills.



With the increasing financial capabilities of mahalla councils and the introduction of nearly 100 types of social assistance (such as material aid, recommendations for subsidies, guarantees, etc.) to be provided directly within the mahalla, mahalla chairmen are now required to be businesslike and knowledgeable experts.

One must not forget that according to the 'Roadmap' approved by Presidential decree, candidates for the position of mahalla leaders will now be selected primarily from among individuals who have achieved significant success in entrepreneurship and possess strong organizational skills. Why is this necessary, you may ask? An enterprising person never stops moving; they seek opportunities and strive to further develop their work and implement new ideas. The arrival of such individuals into the role of mahalla chairman will create a foundation for the development of entrepreneurship in the area. Therefore, going forward, the chairman should be an experienced entrepreneur who aims to expand the mahalla's financial capabilities and create additional sources of income. Since issues related to loans and subsidies will be resolved within the mahalla itself, it is crucial for the chairman to be knowledgeable in finance and to think like an economist.



The decision of the President of the Republic of Uzbekistan of February 11, 2019 on additional measures to strengthen the social protection of orphans and children deprived of parental care and the intergovernmental "On the status, duties, functions and competences of social workers" approved by the Joint Decree on the basis of the European law "On the status, duties, functions and competences of social workers" Social services centers will be established and social services will be provided by social workers groups in the localities.



The main tasks of the social worker in the mahallas are to provide social services and assistance to persons in need of social protection, to attract internal resources, including social workers, and to coordinate their activities in this regard. According to the situation in the first half of 2024, 3,550 people will be engaged in social activities in 9,452 localities.

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INTERVIEW

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issues will start to be reflected on the "Digital Mahalla" platform based on a unified questionnaire.

— Our conversation naturally leads us to the issue of providing various services to the population at the mahalla level. How is the establishment of "Mahalla Service Companies" being received by the public?

— According to the Presidential decree, service companies are to be established in 208 mahallas (one in each district and city). The process has generated significant interest because entrepreneurs are granted tax incentives, provided with free buildings and equipment, and the employees of these companies are selected from among unemployed citizens living in the same mahalla. A valid question arises: Why are such companies needed? The experience of management companies at the city level has proven effective. However, there was no system for landscaping and providing services in the more than 6,400 mahallas with private houses. Yet, residents of villages and mahallas with private houses also have the right to quality services.

In the Bostonliq district, a meeting was held with entrepreneurs organizing mahalla service companies, where their opinions, problems, and suggestions were listened to. Do you know, among them are those who are not just interested in the

benefits of this work but are specifically committed to improving their mahallas and ensuring that rural residents enjoy conveniences similar to those in the city? With such dedicated individuals willing to serve the development of their mahallas, the changes in the system will not go in vain. If all goes well, by the next year, service companies will be launched in all mahallas. In this regard, Chinese partners are ready to assist with their experience. Specifically, they will establish model mahalla service companies in Tashkent and Jizzakh regions. The companies will be equipped with modern equipment from China, strengthening their material and technical base. Most importantly, there are plans to organize training and practical internships for company staff in China.

— We are on the eve of the 33rd anniversary of our country's independence. At such times, we always look back, remembering our past, and reflecting on the blessings of independence and freedom. We feel gratitude, relevance, and confidence for the future. Isn't that so?

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— As we approach the 33rd anniversary of our country's independence, it is a time for reflection. We look back on our past, remembering the gifts of independence and freedom. We experience feelings of gratitude, relevance, and confidence in our future. Isn't that so?

— It is truly gratifying to see the unique role of self-governing bodies within these processes, as they stand at the heart of mahalla reforms and become a driving force for the people.

On the eve of Independence Day, the Uzbekistan Association of Mahallas is implementing several projects to once again evoke a sense of gratitude among the people. Specifically, through the "33 Projects for the 33rd Anniversary of Our Independence" competition, mahallas are being encouraged to become active and take a leading role in various aspects of social life. Additionally, under the slogan "United as One People, Unified as One Homeland!" a "Cultural Festival" has been



organized in n mahallas in collaboration with partner organizations.

The "Mahalla Caravan" project is working to bring spirituality and culture to remote mahallas. Within its framework, various projects are being organized, including reading, poetry contests, sports competitions, intellectual games, and

concert programs. During the "May – Month of Cultural and Educational Events," promotional activities were held in all 9,452 mahallas.

Bakhtiyor ABDUSATTOROV conducted the interview.

If the number of socially active people increases, opportunities and results will improve



Social protection... This system serves as a mirror reflecting how people are living, highlighting who is in need and what kind of assistance is necessary. It reveals how well the state supports its population, cares for the needy, and pays attention to even the smallest problems of its citizens. The key criteria of the social protection system are manifested in this mirror.

On June 1, 2023, the Presidential decree established the National Agency for Social Protection, which encompasses several significant aspects. This initiative placed a strong emphasis on organizing social services and support at the mahalla level, leading to the creation of social worker positions in every community.

A social worker is now a person who provides genuine assistance

to individuals in need those who are vulnerable, have lost their breadwinner, or have limited capabilities. They support these individuals in becoming active participants in social life.

Today, these professionals provide 49 types of social services and assistance to families in need across 12 categories of social protection. This represents a new approach in the social protection system, addressing long-standing issues and providing care for those who have been waiting for support for years. The core responsibility has become to enter homes and assess the living conditions of each family and individual. Additionally, ensuring the social integration of citizens who have become isolated due to their problems and changing their outlook and mood remains a crucial task.

It is evident that the responsibilities assigned to social workers in the community are highly significant. Performing these duties effectively requires great responsibility. Additionally, it is crucial for social workers to approach their work with dedication and to genuinely empathize with the concerns and worries of the people they assist. Continuous experience and learning are essential in this regard.

Having a skill or trade gives life meaning

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When a person with a disability is confined to their home, they may feel isolated and overwhelmed by the lack of use-fulness they perceive. Integrating them into society, by teaching them a trade or skill and ensuring employment, can give their life meaning. Tailoring opportunities according to each individual's abilities and involving those who have difficulties in crafts and trades while at home can be beneficial. This way, they can start earning a

living and contribute positively to themselves, their families, and their communities.

For example, Zuhra Hasanova, a resident of Termez, was paralyzed at the age of 19 due to a genetic illness, becoming a first-category disabled person. Despite this, she did not succumb to her trials. In 2017, she sought work at the "Gulbahor Nurlik Kelajak" sewing enterprise in Termez. There, she learned a trade and began working. Currently, she is a second-year student at the National Costume, Design, and Arts Faculty of Termez State University.

Zuhra's dedication, perseverance, and humble efforts have been recognized. In 2023, she was awarded the "Jasorat" (Courage) medal in celebration of the 32nd anniversary of our country's independence. This award opened new doors in her life and allowed her to see brighter horizons.

Providing care for the elderly and lonely: a source of joy and comfort

Every service provided to elderly individuals who are lonely or living alone greatly uplifts their spirits. For those who have no one to share their joys and sorrows with, simply knocking on their door can bring them immense happiness. It is crucial to engage in conversations with these individuals, listen to them, offer support, and provide services. In necessary cases, assigning a social worker assistant can significantly ease their burdens.

Since the beginning of 2024, the "IHMA Sanatory" system has been launched to facilitate the treatment and relaxation of elderly individuals. This new system has already served over 17,000 citizens. As a result of reducing wait times, it has provided opportunities for 2,700 (+900) people with disabilities, 937 (+176) war veterans, and 268 (+195) lonely elderly individuals to visit health resorts for rehabilitation.

Responsibility for every person's fate — your primary duty

In particular, for families recognized as "low-income," "Seven mahalla members" approach is being employed to examine the reasons for unemployment and the employment opportunities available to the capable, yet unemployed, members of these families. Based on their qualifications, individual plans are being developed for each person.

Accordingly, measures are being implemented to ensure the employment of these citizens. In recent years, the effectiveness of social assistance and ensuring its targeting and results have become key directions of state policy. The focus here is on directing funds to their rightful owners—those who are genuinely in need and on integrating them into society-ty. Additionally, it is crucial to pay sufficient attention to the medical and social rehabilitation of people with disabilities, including their vocational training, to reintegrate them into life. If social services are organized correctly, those in need will find their place in society.

For the first half of 2024, a total of 7,716,503 million UZS was allocated for social allowances. Of this amount, 55.5% was for child

allowances and financial aid to low-income families, 40.2% was for social pensions (age-related, disability, disability under 18, care, and loss of breadwinner), and the remaining portion covered one-time allowance payments and financial aid for solitary elderly individuals and people with disabilities in need of care.

Ensuring access to medications that are legally required to be provided free of charge is also crucial in alleviating their hardships.

In Tashkent's "Kashkarli," "Kuruvchi," "Sanoat," and "Mustakillik" mahallas, social worker Umida Ha-midullaeva pays special attention to these aspects in her work. She consistently strives to be among the people, asking herself, "What have I



achieved today?", "Who has benefited from my help?", and "Have I overlooked anything?" She believes, "As social workers, we must make the most of all the opportunities provided to us." I hope that every social worker has such determination and enthusiasm in their heart.

Feeling care everywhere, every minute

Caring for a child or close relative with congenital or acquired disabilities is an incredibly challenging task. The internal struggle of those providing care is known only to them. Particularly, mothers who dedicate their lives to caring for children with disabilities face an indescribable burden. Some cannot work or even go outside.

To alleviate the difficulties faced by these individuals, specialized short-term "Care" groups have been established in educational institutions for children with severe health impairments. These groups, which operate in specialized educational institutions, provide short-term care (up to 4 hours) for children who cannot be admitted to such institutions, offering education and support to help them integrate into society.

Currently, in Tashkent city and Tashkent region, 10 care groups are operating, caring for 61 children. Starting from August 1, 56 more institutions began setting up these care groups.

As the number of socially active members of



society increases, opportunities continue to grow. Each employee of the "Mahalla Yettiligi" (Seven mahalla members) is responsible for ensuring that no needy or low-income families are left behind in the mahallas. It is time to fully utilize all our internal resources to achieve this goal.



On the basis of the decision of the President of the Republic of Uzbekistan of January 19, 2022 on measures to completely improve the system of work with youth in the mahalla, a youth trainer's license has been implemented in each neighborhood.



The main tasks of the youth trainer are to promote the social activity of young people in the mahallas, to promote their talents, talents and interests, to help them find their place in life, to educate them in the spirit of patriotism, to help them develop intellectually and spiritually, to create meaningful leisure time for young people, to promote national folk games and sports tours.



As of the first half of 2024, 9,452 youth leaders will be engaged in activities in 9,452 localities.

The leader of youth is the advocate of society, its strength, and its initiator

Uzbekistan is a nation of youth. Over 60% of the population comprises young people, highlighting the importance of closely understanding their thoughts and perspectives, addressing their issues promptly, and supporting their dreams and aspirations.

Never before in our nation's history have young people been given as many opportunities as they are today. Recently, the focus on youth, concern for their future, and sense of relevance have increased more than ever.

Working with youth is always one of the most complex, intriguing, and honorable tasks. It is also true that today's youth are not the same as the youth of the past; their consciousness, worldview, aspirations, and demands have changed. They actively participate in political processes and confidently express their opinions.

At the same time, there are still young people in remote areas whose potential and talents have not yet been realized, and whose capabilities have not been fully demonstrated. There is a need for systematic work with these individuals. Indeed, the courage,

dedication, drive for innovation, and ability to find creative solutions to problems exhibited by the youth should be utilized effectively. In this context, the establishment of youth leader positions in local communities is not without reason. It creates an opportunity for young people to receive help with any issues they face without having to go far from their own ma. The principle of "peer-to-peer" encourages them towards social activity. The presence of youth leaders in local communities proves to be beneficial in many ways.

There is still much work to be done. Naturally, implementing these tasks will not be easy. For this, youth leaders must first and foremost establish themselves not only as representatives of the state within their mahallas but also as close friends, advisors, and supporters of the youth.



Ensuring there are no unemployed youth in the community

Ensuring youth employment will resolve many of the prevalent issues in the region, as most social problems stem from unemployment. Therefore, assisting unemployed youth and school graduates in the community, effectively implementing the "Youth Employment Program," and ensuring the employment of identified unemployed youth from surveys should be a constant priority.

First and foremost, it is necessary to address the social and economic problems of young people through the "Youth Register" system. Based on the "Youth Balance," it is crucial to allocate youth in need of state assistance to sector and organization leaders and ensure that they transition to the "green" category by the end of the year. It is also important to provide preferential credit funding to support youth interested in entrepreneurship and to assist in their employment. By fully utilizing these opportunities, it is possible to transform the community into a region free from youth unemployment through the "Youth Employment Program."

Currently, a promising field for youth is digital technologies. Therefore, attention should be given to the "Two Programmers from Each Community" project, which focuses on training graduates in modern professions with high demand in the labor market, such as IT and foreign languages.

It is essential to remember that creating favorable conditions for young people to earn a beneficial income, ensuring they properly utilize the credits allocated through the "Youth Register," and providing practical

assistance in becoming independent entrepreneurs are primary tasks. For each successful youth entrepreneurial project, at least three new jobs are created.

Another source of employment for young people is backyard farming. To maximize income from backyard farming, small greenhouses can be constructed. It is essential to establish a system for providing credit to build these greenhouses for young people. If a mentor in this field sets an example, the effectiveness of this approach will improve significantly.

The "Future Professions" project provides an opportunity to identify and support knowledgeable, hardworking young individuals who have mastered modern professions and foreign languages, and who can find their place in life, through vocational training and skill development programs.

In the "Yangiér" mahalla of Uychi district, youth leader Husnidin Hasanov provided essential support to 23-year-old Azizbek Abduhalilov, who was registered in the Youth Register. As a result, the young man, who was previously unemployed, is now working as an animator at "United Soft" company.

Supporting migrant youth in finding suitable employment

Currently, the state is working to bring labor migrants back to Uzbekistan and provide them with opportunities to earn and be employed locally. For example, under the "Saykhunabad Experience," families are earning significant incomes from modest backyard farming, thereby improving their well-being.

Certainly, while some people are successfully working abroad, earning substantial incomes, and supporting their families, efforts are underway to support them in the countries where they are currently living, rather than bringing them back.

Previously, individuals going abroad for work had to sell their property or take loans from relatives to cover expenses. This issue has now been addressed. Moving forward, expenses for work visas, travel tickets, and assessments of foreign language and professional skills for migrants will be partially covered. Additionally, citizens who obtain international or equivalent language certificates will receive 50% reimbursement of their language learning costs.

To facilitate the rapid employment and integration of returning migrants, a new regulation has been introduced. Under this system, companies hiring returning migrants will receive a monthly subsidy of 500,000 UZS per employee from the Employment Support Fund for one year. This initiative aims to provide immediate job opportunities and ensure the employment of returnees.

For young individuals seeking to work abroad, measures are being implemented to train them in foreign languages and professional skills at vocational centers, professional training centers, and technical schools. The Migration Agency will facilitate their placement in secure and well-paying jobs in developed countries according to established procedures.



Young people should learn foreign languages in their mahalla!

Many young people are interested in learning foreign languages. In response to this, language courses are being organized in remote areas. The Youth Affairs Agency has initiated free online courses, but these are not sufficient to meet the demand. As a result, young people seeking to learn foreign languages often turn to educational centers. Considering that the cost of courses at these centers' averages between 500,000 and 600,000 soums, many parents with two or three children cannot afford it.



The "Ibrat Farzandlari" project addresses such issues. Through this project, every mahalla offers the opportunity for interested individuals to learn foreign languages for free. In this process, youth leaders need to collaborate with educational centers to encourage young people, especially those who are not organized, to learn foreign languages. They should also assist in organizing language clubs to teach foreign languages.

According to the Presidential Decree on "Increasing the Role of the Mahalla Institution in Society and Ensuring Its Function as the Primary Level in Solving the Problems of the Population," youth leaders are expected to set an example for local youth and, for personal development, to master at least one foreign language within the framework of the "Ibrat Farzandlari" project.

National prosperity and youth morality

In the era of globalization, threats to youth education and consciousness are increasing. Therefore, it is crucial to enhance the coverage and effectiveness of spiritual and moral education in mahallas, taking into account the interests of the youth.

Youth leaders, in collaboration with moral and educational professionals, should work to protect young people from ideological threats and increase the availability of resources that provide healthy perspectives.

Promoting culture and arts among youth

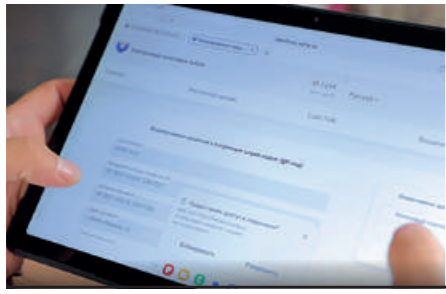
To foster cultural and artistic engagement among the youth, various initiatives can be implemented within mahallas:

- 1. Cultural Promotion:** Organize events such as the "Sanat Gunchalari" (Art Buds) competition, "Young Voices" in genres like classic music, folk, bakhshi, and estrade, as well as competitions for young artists. Host diverse festivals and create youth and children's theater groups.
- 2. Intellectual and National Games:** Facilitate competitions in intellectual and traditional national games to promote spirituality and literacy in the community.
- 3. Support for Talented Youth:** Identify and support talented young individuals by forming a registry of gifted youths. Address their issues and suggestions, and provide practical assistance to help them realize their potential.

Engaging with youth in difficult situations

In any era and society, alongside proactive youths, there are those who, for various reasons, struggle to study, work, or find their path in life. It is essential to properly direct these young people towards education and vocational training and to find suitable solutions to their problems. This is not only a family concern but also a matter of national importance.

When dealing with youths prone to legal violations or criminal behavior, any negligence can have repercussions for the entire society. Conversely, if proper measures are taken, those who were once troublesome or rebellious can become valuable, responsible individuals. These youths often possess leadership qualities and distinctive attributes that set them apart. There are no inherently talentless youths; rather, it is a matter of nurturing, encouraging, and supporting their talents and abilities.



Based on the decree of the President of the Republic of Uzbekistan dated December 21, 2023, tax inspectors were attached to all mahallas.



The main task of the tax inspector is to provide tax services to entrepreneurs, to take measures to expand the tax base, to collect taxes and to generate income for the mahalla budget.



As of the first half of 2024, 4,544 tax officers are assigned to 9,452 mahallas.

Increasing the “mahalla budget” and supporting entrepreneurs is a priority task!

Today, every taxpayer in the mahallas is under state protection. The entirely new tax system created in our country provides the population with the opportunity to engage in entrepreneurship, conduct lawful activities, and provide a profitable livelihood for themselves and their families. Currently, tax inspectors assigned to mahallas are not only focused on increasing tax revenues in their areas but are also addressing the issues faced by citizens and entrepreneurs who are aiming to achieve this goal.

Indeed, in the era of New Uzbekistan, the state leader has implemented fundamental changes in tax policy. A new Tax Code was adopted, introducing directly applicable regulations. The number of taxes was reduced from 13 to 9. The property tax rate was lowered from 5% to 1.5%, and the value-added tax was reduced from 20% to 12%. As a result, entrepreneurs' confidence in the reforms increased, and tax revenues quadrupled. The number of value-added tax payers rose from 6,000 to 183,200.

All the opportunities being created are based on a single idea: if the entrepreneur is wealthy, the state

becomes wealthy, and the well-being of the population improves. As President Shavkat Mirziyoyev emphasized, tax burdens should be reduced, and entrepreneurs should be allowed to work freely and honestly. Tax authorities should not be punitive but supportive.

Consider the numbers: thanks to the President's initiative, the tax system has been decentralized to the mahalla level, with 4,358 tax officials assigned to 9,452 mahallas. Today, these officials, as part of the "seven-member council," are operating under the principle of "Tax Inspector as a Helper," explaining the content, significance,

and importance of tax legislation and tax reforms to the population.

As a result of the tax inspectors' "mahalla-based" approach, during the first six months of this year, 2,576 vacant buildings and 528 land plots across the country were utilized. A total of 621 individuals were registered as individual entrepreneurs, and 2,003 were registered as self-employed persons. The activities of 49,003 business entities were restored through assistance in tax administration. Additionally, 94,411 individuals were newly registered as business entities through legalizing their activities. The employment of 1,314,300 individuals was ensured as self-employed persons, and 107,700 house-hold farms were registered. The activities of 456 family farms were expanded, and 4,598 self-employed persons expanded their activities as family farms and legal entities. As a result, an additional 277.0 billion sums were attracted to the budget.



Each mahalla will have its own budget

The timely decisions made to improve tax policy and administration, along with the implementation of the "mahalla-based" and "business-based" tax inspector systems, have resulted in tax revenues reaching 85.8 trillion sums in the first half of 2024. This represents a 12.5% increase compared to the same period in 2023, which had tax revenues of 76.3 trillion sums.

From now on, 10% of the tax revenues from property and land taxes will remain in the "Mahalla Budget." This means that each mahalla will have up to 100 million sums allocated to it. These funds will be directed towards projects that create new jobs and alleviate the burdens of the population.

To establish the "Mahalla Budget," tax inspectors in each mahalla, working alongside mahalla chairpersons, deputy mayors, and women's activists, are actively engaged in collecting outstanding property and land taxes from individuals. They ensure that these processes are conducted accurately and timely. This effort includes educating citizens on the content and significance of tax legislation.

The key focus is on increasing local budget revenues by identifying additional sources of income in the mahallas. This approach aims to enhance the financial capacity of local budgets and support the implementation of beneficial projects within the community.

In line with modernizing various sectors, the tax sector is also undergoing a significant transformation through the adoption of digital technologies, advanced foreign practices, and artificial intelligence. This shift aims to enhance efficiency and reduce bureaucratic hurdles, ensuring that almost all state services within the tax system are now delivered electronically.

The introduction of the "Tax Authorities Recontact" information system has been a key development in this transformation. Designed to handle inquiries around the clock, this system allows for rapid responses to messages received. The Central Office and regional tax authorities have designated staff members to manage this system effectively. Inquiries and requests can be submitted via the State Tax Committee's website (soliqu.uz) and the "Soliqu" mobile application.

Since the launch of this platform on March 19, 2024, until July 1, 2024, a total of 18,438 messages have been received. This system is instrumental in eliminating bureaucratic delays and ensuring that citizens do not face unnecessary hassles in their interactions with tax authorities.

Today, tax inspectors are the economic backbone of the "Seven mahalla members" system, working to identify the "growth points" in their areas and find ways to increase tax revenues. To achieve this, they focus on legalizing entrepreneurial activities in their mahalla and helping self-employed individuals transition into small business categories.

Tax inspectors work to create additional sources of income in mahallas and increase local budget revenues by first conducting an inventory of tax payers in their areas. To

do this, they visit homes according to a daily schedule, initially gathering information and then carrying out explanatory work.

In addition, tax inspectors are working specifically with entrepreneurs who are either interested in starting a business or who are facing legal and economic difficulties as they begin their entrepreneurial activities. These individuals are key sources for shaping the mahalla budget.

To support them, inspectors maintain constant communication with entrepreneurs, improving their legal literacy and explaining the negative consequences of economic crimes. They emphasize the importance of regularly using online cash registers, issuing purchase receipts, not concealing the number of employees, submitting reports on time, and avoiding deficiencies and errors. In some cases, they also assist certain entrepreneurs with maintaining accounting records and submitting tax reports.

Currently, the activities of tax inspectors in mahallas are directly impacting the reduction of the shadow economy. Since tax inspectors have been added to the "Seven mahalla members" structure, there has been a significant clampdown on illegal trade and goods sales at the local level. This has led to the legalization of entrepreneurial activities and has helped break the chains of the shadow economy where income was hidden and not reported anywhere. In the Olot district, tax inspector Bobir Avezov has a distinctive experience in identifying and addressing informal labor activities. Over the past three months, through explanatory work with 169 individuals engaged in informal income activities in his assigned mahallas – "Arabkhona," "Khideyli," and "Soyinkorovul" – he has managed to legalize their activities. As a result, nearly 57.5 million som was added to the budget. In addition, Bobir Avezov has assisted 10 entrepreneurs in legalizing 11 employees who were previously working informally. According to Avezov, these entrepreneurs were unaware of their right to reclaim income tax paid for their employees or the tax incentives provided by the state, which led them to continue employing workers informally.

A single violation related to tax obligations can accumulate and result in significant financial damage. Therefore, tax inspectors must rigorously monitor the issuance of receipts at every point of sale, ensuring that entrepreneurs provide online cash register receipts for transactions. They should also explain the negative consequences of hiding the tax base to avoid taxes. Most importantly, efforts should be focused on helping to legalize entrepreneurial activities to attract additional resources and sources.



“Gijduvon Experience” is showing positive results

Currently, many households in various mahallas are setting up small-scale production units. However, more than 100 types of industrial products are often produced under "hidden" conditions at home. These families need help with locating space, electricity, and funding to come out of the "shadow" economy.

Therefore, during his visit to Bukhara region this year, the President announced the creation of the "Gijduvon Experience" initiative. Relevant authorities have been tasked with constructing production facilities on vacant land in 20 mahallas, assisting 400 families in starting their own businesses, and formalizing 2,000 jobs. Additionally, families aiming to exit the "shadow" economy will be provided with loans of up to 100 million sums. For those who legalize their business operations and turnover, half of the taxes paid over the year will be refunded. Today, the "Gijduvon Experience" is showing its positive results. Based on this initiative, favorable conditions are being created for home-based producers who have struggled to expand.

This is a testament to the President's wise policies and the efforts of tax inspectors. Entrepreneurs are increasingly feeling the benefits of operating openly and transparently rather than engaging in informal activities. As a result, each tax inspector is becoming a close ally to entrepreneurs, explaining the importance of accurate tax reporting, timely submissions, addressing other shortcomings, and properly utilizing available benefits. One of the most important



tasks for tax inspectors is to increase local budget revenues by identifying additional sources within the mahalla. In this regard, Farukh Khobbekov, the tax inspector for the "Toshloq" mahalla in Jizzakh city, is taking measures to enhance local budget revenues by identifying additional sources. The tax inspector has assisted in revitalizing the activities of 11 entrepreneurs who were temporarily facing financial difficulties, and by putting 4 vacant properties into operation, has created 14 new jobs.

Reporting to the public



Tax inspectors assigned to mahallas must carry out their duties based on daily, weekly, monthly, and quarterly work plans. They are responsible for increasing the sense of personal responsibility among every resident for their own and their family's future, financial well-being, and prosperity, as well as strengthening the sense of self-reliance and discouraging dependency. Additionally, they need to actively participate in regular discussions to identify the most pressing issues causing public grievances and attend meetings of the citizens' council to address these identified critical issues.

According to the Regulation on the Procedure for Reporting to the Members of the "Seven mahalla members" approved by the Cabinet of Ministers' Decision dated June 13, 2024, tax inspectors, like all other members of the "Seven mahalla members," are required to report before the citizens' council.

Tax inspectors' reports are to be presented at the citizens' council by the 10th of the following month,

summarizing the activities for the previous quarter. Decisions made by the citizens' councils based on these reports are taken into account when evaluating the inspectors' performance. Additionally, these reports are submitted to the employer (or higher authority) for consideration in decisions regarding rewards or disciplinary actions, including the possibility of dismissal from their position.

High performers are being rewarded

An information system called "Activity of Tax Authorities in Seven mahalla members" has been developed to organize the tasks assigned to tax authorities at the mahalla level, increase revenue in mahallas, reduce the share of the shadow economy, and evaluate the effectiveness of the tax officials assigned to mahallas. The performance of tax inspectors is assessed based on 23 criteria.

Inspectors who achieve high performance levels are rewarded, while those with lower performance are subject to disciplinary measures. Initially, the performance of tax indicators was analyzed by type of tax across districts (cities). However, under the new system, each employee assigned to mahallas is personally responsible for ensuring that the designated tax revenue indicators for their assigned area are met.

As a result, in the first half of this year, local budget revenues from property tax increased by 37.6%, land tax by 31.2%, tax on the use of water resources by 21%, turnover tax by 19%, and personal income tax by 18%. On May 18, 2024, the Cabinet of Ministers adopted a resolution titled "Measures to Ensure the Participation of the Mahalla Chair in Evaluating the Effectiveness of the Activities of the 'Seven mahalla members' team, including the Assistant to the Mayor, Youth Leader, Women's Activist, Prevention Inspector, Social Worker, and Tax Inspector, based on key Performance Indicators (KPIs)."

In addition, the evaluation of effectiveness based on the most important Key Performance Indicators (KPIs) will take into account, along with other metrics, the implementation status of monthly work plans.



On the basis of the decree of the President of the Republic of Uzbekistan dated December 21, 2023 "On measures aimed at radically increasing the role of the mahalla institute in society and ensuring its functioning as the first link in solving population problems", preventive inspectors were included in the "Seven mahalla members".



The main task of the prevention inspector is to take measures to prevent crimes in the mahalla, to maintain public order and ensure a safe environment, and to assist in the implementation of the rights of citizens to a comfortable environment. As of the first half of 2024, 10,991 preventive inspectors are on duty in 9,452 localities.

Every mahalla should be a crime-free zone



A preventive inspector ensures the safety of mahallas and carries out their duties around the clock. Their current activities need to be aligned with reforms, reflecting innovation and modernity in every action.

A preventive inspector should have a sense of responsibility and moral obligation to their country. Most importantly, they must genuinely care for and empathize with the people, living with their concerns and troubles. Today's Preventive Inspector Must Focus on Prevention, Not Just Reactions.

A modern preventive inspector must not only address the consequences of offenses but also work proactively to prevent them. They should be seen not as punitive state officials in the eyes of the public but as leaders who anticipate and prevent potential incidents, and who guide individuals away from committing offenses.

Prevention, Not Punishment — Is the Primary Goal!

If a crime is recorded in the area of a preventive inspector, their painstaking work becomes futile. Therefore, they need to work specifically with troubled, crime-prone, and socially vulnerable families. To achieve this, they must be in constant contact with citizens, improving their legal literacy and explaining the negative consequences of crime through practical examples. Inspectors identify the causes of offenses and the conditions that facilitate them, and work together with the "Seven mahalla members" system and community structures to address and eliminate these issues. The primary goal of preventive inspectors is not to punish offenders but to prevent crime.

"Seven mahalla members" system, are working to employ the unemployed and ensure that youth engage in activities of their interest, such as vocational skills, sports, or the arts. Particularly, sports competitions, various contests, and cultural events are regularly organized for youth and minors. Special attention is given to promoting patriotism, respect for national and universal values, and protecting them from terrorism, religious extremism, violence, and cruelty through targeted outreach and educational activities.

Unfortunately, there are still youths and minors who are prone to committing offenses. Of course, this is a result of neglect. Therefore, each individual is being addressed with an individualized approach. Special attention is given to the education and training of school students, ensuring their regular participation in classes, and making sure they use their free time constructively.



The goal is to prevent students from turning to crime by organizing their daily activities meaningfully. Additionally, efforts are being made to increase parents' responsibility in ensuring their children attend school.

The root cause of crime often stems from idleness. Therefore, preventive inspectors, in collaboration with the

Each mahalla's "Lock and Key" is created

In the first half of 2024, 5,268 (55.7%) mahallas in Uzbekistan were transformed into crime-free zones. Preventive inspectors have played a special role in this process. It's encouraging to see that people today are not avoiding inspectors as they did in the past. On the contrary, they are now reaching out to them first, requesting their assistance to ensure the safety and security of their mahallas.



In reality, for the public to lead a peaceful and secure life, they must have high confidence in preventive inspectors and see their own safety guaranteed through their presence. However, these results have not been achieved automatically. Thanks to President Shavkat Mirziyoyev's wise policies and consistent reforms, crime rates in mahallas are being curtailed. A "lock and key" has been created for each mahalla to ensure peaceful and harmonious living.

Indeed, in recent years, special attention has been given to transforming each inspectors have been implemented in 9,452 mahallas.

To ensure that preventive inspectors can perform their duties effectively on the ground, suitable social and living conditions have been provided. Specifically, service houses have been constructed in mahallas, and vehicles have been provided based on preferential loans. These conveniences have shown positive results, enabling preventive inspectors to be present in their areas day and night, work effectively with each household, prevent

crime in the mahallas, and ensure the safety and security of citizens.

Another important aspect is the rapid implementation of digital technologies and modern management tools based on advanced international practices and artificial intelligence. As a result, 80% of the state services provided by internal affairs agencies have been transitioned to electronic form, significantly reducing bureaucracy and eliminating situations where citizens were left frustrated. Online monitoring of public spaces, remote acceptance of citizens' requests, and the recording of offenses without human intervention have become crucial practices in this regard.

Overall, the practical results of the reforms in the internal affairs system are being felt by every employee in the field, and most importantly, by the public in their daily lives. The introduction of systems such as "Safe Home," "Safe Mahallas," "Safe City," and "Safe Tourism," along with the implementation of 24-hour patrolling services, has led to increased public confidence in "justice and the rule of law.

Women are not overlooked

Every Thursday, mahalla s hold "Crime Prevention Day" events. Additionally, efforts are made to prevent illegal marriages and early marriages, reconcile and improve the environment of conflict-ridden families, and conduct awareness and advocacy work.

Ensuring the rights, freedoms, and legal interests of women are reliably protected from pressure and violence is a key responsibility.

Another task of inspectors is to work with individuals on preventive and probationary lists, address issues with people wandering aimlessly,

and prevent minors from being left unattended at recreational venues within the mahalla during nighttime hours. They work to positively change the fate of such individuals, guiding them to become active, contributing members of society.

Legal Advice on Labor Migration

Another important task of the inspector is to assist citizens in orderly and safe employment abroad and to support the employment of those returning to their homeland. Today, in all regions, citizens lacking sufficient qualifications are receiving additional vocational training based on the principle of "Work Abroad - From the Mahalla" preparing them according to the requirements of foreign employers.

Citizens traveling abroad for temporary labor or those currently working abroad are provided with medical, social, legal, and consular services. Opportunities for providing financial aid to those in difficult situations abroad have been further expanded. In particular, a unified information platform for migration has been created and integrated with the "Seven mahalla members" system.

Currently, preventive inspectors provide detailed information to citizens

who wish to work abroad about these opportunities. Special informational materials are posted in mahalla offices and high-traffic areas. Most importantly, there is a list of who is going to which country and for what job, ensuring that everyone is informed.

Preventive inspectors communicate with citizens who have gone abroad each month through social networks (Telegram, WhatsApp, Zoom) to understand their working and living conditions. If they encounter any difficult situations, they



are instructed on how to contact the authorities or visit the Uzbekistan embassies abroad. Additionally, meetings are held with their parents and family members to monitor the upbringing of minor children.

Minor domestic factors can lead to serious consequences



Today, preventive inspectors have become the most active members of the "Seven mahalla members" system, studying situations at the household level. They first identify citizens who are at a high risk of committing or falling victim to offenses and address their social and domestic issues using the resources available through the "Seven mahalla members" system.

Most importantly, practical measures have been implemented to prevent socially dangerous behavior by raising the legal awareness of minors and youth and educating them based on healthy lifestyle principles.

Today, a new system for Managing Crime and addressing social issues has been established across all regions of the Republic. Today, a new system has been established across all regions of the republic for managing crime " mahalla by mahalla", and for addressing the daily social and domestic issues of the population "household by household" and "citizen by citizen." As a result, each preventive inspector is informed about the condition of every family in their mahalla, studying what each person is engaged in. In particular, an individual approach is taken to resolve issues in troubled families. This is crucial because minor domestic factors can lead to serious consequences.

If the Mahalla is peaceful, the Country is Peaceful

The foundation of any progress is peace and stability. Therefore, under the "Prosperous and Safe Mahalla" program, extensive efforts are being made to ensure peace and safety in mahalla, as well as to prevent crime and offenses. The experience of the "Orzu" mahalla in the Davlatobod district is one of the pioneering examples in this regard and has been widely adopted nationwide.

In this facility, located in the same building as the mahalla office, besides the preventive inspector, there are rooms for issues related to women, probation inspectors, investigators, criminal investigation, road patrol, patrol-post, and National Guard personnel. Additionally, there are facilities for

mobile courts and meeting rooms. Most importantly, the preventive inspector's service residence is also located here. Service vehicles are provided to the staff. Thanks to the creation of such necessary conditions, crime rates have been decreasing year by year.

Today, it is possible to prevent any type of crime with the help of modern devices. Therefore, preventive inspectors have installed contemporary video surveillance systems in public places, crowded areas, and specifically in schools, kindergartens, retail stores, and at intersections and all entry and exit points. These systems are integrated with their service rooms or tablets for comprehensive monitoring. The advantage of current surveillance cameras over previous ones is their ability to store a list of all residents in the

mahalla in their memory. If an unknown person not listed in the database enters the area, the system issues a warning signal.

To transform mahallas into crime-free areas and ensure peaceful living for residents, rapid response buttons are being installed on the entrance gates of each high-rise building. If an incident occurs, residents can press this button to alert the National Guard security unit.

In maintaining public order, the "Selfless Youth" community patrol groups in mahallas are being used effectively. At the main entrance of the mahalla, an electronic surveillance control center has been established. Members of the "Selfless Youth" group are assigned to this center, where they monitor and record vehicles and unfamiliar individuals entering the area on a shift basis.

Monthly Reporting

Preventive inspectors provide monthly reports on their assigned areas to the relevant citizens' councils. These reports are critically reviewed, and the effectiveness of their activities is assessed. Recommendations regarding their suitability for their positions, whether appropriate or not, are made and submitted to the head of the internal affairs agency.

Three days before the report hearing, a notice is posted in a visible place at

the citizens' council, and measures are taken to inform the public. The mahalla chairman ensures that residents (or their representatives) participate in the process to provide an honest evaluation of the preventive inspector's activities.

Mahalla preventive inspectors present their reports not merely in name but in the presence of the public. This transparent approach significantly enhances their trust and respect within the community.

Just as parents have duties and responsibilities towards their children,



preventive inspectors also have a duty towards their community. Their primary responsibility is to ensure peace and tranquility, transforming mahallas into areas free from crime.



On the basis of the decision of the President of the Republic of Uzbekistan of December 3, 2021 "On measures to organize the activities of assistants of the governor in the matter of improving discipline in the mahalla, ensuring the security of the population and reducing poverty", the assistant of the governor has been deployed in each mahalla.



The main duties of the assistant to the governor are to promote prudence in the mahallas, to send the unemployed, the disabled, young men and women to study centers, to provide a graduating class, to place young men and women in vacant jobs, to engage in community work for which they are paid. As of the first half of 2024, 9,452 assistants of the governor will be active in 9,452 localities.

Engaging people in labor is a complex but most honorable task

It should be noted that until now, there was no system for descending to and working directly with the people. People did not know whom to approach before taking out a loan or starting a business. The institution of deputy governors was specifically established to fill this gap at the mahalla level. They go door to door, checking if there are unemployed individuals, those in need of financial assistance, or those interested in entrepreneurship, and they engage with each of them diligently.

The Deputy Governor studies the social and economic situation in the mahalla in a 'house-to-house' manner. They ensure



employment for the population, promote the effective use of land for personal gardening, develop entrepreneurship, and direct unemployed individuals, especially youth and women who do not have a steady income, to

vocational training centers and entrepreneurship courses, while also assisting with securing employment for graduates. So, what tasks are required of deputy governors to achieve these objectives?

Exemplar and model behavior — a factor in effectiveness!

People have gained confidence that self-employment, entrepreneurship development, and increasing family income can help escape poverty. The number of unemployed individuals in the mahalla is steadily decreasing. This phenomenon is clearly visible to the community.

Previously, finding employment, obtaining subsidies, enrolling in vocational training, and securing loans to start a business were often cumbersome processes. Now, thanks to the

efforts of Deputy Governors, regions are being studied "house-to-house," and citizens' entrepreneurial activities are being supported. The effectiveness of providing preferential loans and subsidies is enhanced by examining applications on-site and issuing recommendations in justified cases. However, receiving a loan or subsidy does not automatically resolve a citizen's issues. On the contrary, continued engagement and support are required to help them effectively organize their entrepreneurial activities.



Effectiveness is measured not just by the allocation of credit or subsidies but by the creation of new jobs and the establishment of entrepreneurial entities resulting from these funds.

"Saykhunabad experience": how can unemployment be addressed?

The "Saykhunabad Experience," initiated on the President's initiative, has demonstrated that anyone who works diligently and strives can live in conditions that are no worse than anyone else's. In essence, the goal of this experience was to achieve high income through effective use of personal gardening.



Based on the "Saykhunabad Experience" and in conjunction with the "Seven mahalla members" the study of household opportunities has led to a transformation in people's lifestyles.

Therefore, in alignment with this experience, the "Uychi Experience" has been launched. The unique aspect of the "Uychi Experience" is that, based on the "Saykhunabad Experience," it focuses on effectively utilizing personal gardens, developing and transforming existing trades in the region into "drivers" of employment and income growth.

To achieve this, sufficient conditions and opportunities are available in the "Qumtepa," "Dehqon," "Balandariq," and "Jidakap" mahalla of the district.

Today, both experiences are enabling unemployed citizens to achieve high incomes from personal gardening and to realize their potential. This not only ensures their own employment but also provides job opportunities for their family members.

To implement the "Saykhunabad Experience," it is essential to approach each household individually. Based on residents' interests, the principle of "One Mahalla – One Product" should be established, along with setting up supplementary activities in 3-4 areas within each household that serve as additional income sources (such as horticulture, beekeeping, poultry farming, and fish farming).

To support this, preferential loans or subsidies can be provided for constructing small greenhouses or starting fish farming, poultry farming, animal husbandry, and beekeeping.

IN FINANCING MICROPROJECTS INCLUDED IN TARGETED PROGRAMS, THIS PROCEDURE MUST BE FOLLOWED

To ensure the successful implementation of targeted projects, it is essential to follow this procedure closely. Identifying and promptly addressing any obstacles to the project's implementation will facilitate achieving the goals. Deputy Governors must serve as personal role models to gain people's trust and stimulate interest in entrepreneurship.



In the "Oydin Hayot" mahalla of Khanqa district, Deputy Governor Javlon Nazarov sets an exemplary standard in engaging the local population in entrepreneurship. Specifically, he began work on a 27-sotikh (about 5.9 acres) abandoned plot of land and transformed it into a productive and fertile area within a short period. Today, the land supports a variety of fruits, and the establishment of fish farming and poultry farming activities has been achieved.

In the 4-sotikh (about 0.9 acres) part of the farm, varieties of California plums such as "Blake Splendor," "Fiari," and "Angeleno," as well as Spanish "Magador" and French "Pricia" apricot seedlings, have been planted. Additionally, various vegetables such as cucumbers, tomatoes, eggplants, onions, strawberries, and carrots are cultivated under the trees. As a result, the number of entrepreneurs in the area has tripled within a year.

Deputy governor — assistant to entrepreneurs

Many citizens previously engaged in direct entrepreneurship at home were hesitant to formalize their business entities due to fear of managing credit repayment. They lived with the anxiety of, "How will I repay the loan?" Today, this fear has been replaced by confidence. Observing changes in the lives of neighbors and acquaintances, many are moving away from a mindset of dependency and joining the ranks of entrepreneurs.



In promoting entrepreneurship and creating new job opportunities in the mahalla, it is crucial to first support these individuals, ensure they fully understand the available opportunities, and promote these opportunities effectively.

The phrase "20,000 entrepreneurs – 500,000 skilled specialists" is widely used today. According to the program's goals, poor family members are trained in trades, and projects are evaluated for their significance. Loans are provided at lower interest rates and for longer durations based on the project's importance. Additionally, expenses for setting up and equipping "practical training centers" and training costs are fully covered.

The Deputy Governor is responsible for ensuring employment!

The Deputy Governor is tasked with ensuring that at least 10 unemployed individuals are employed in their area each month. If this task is achieved, it will result in 100,000 people being employed across the country each month.

To accomplish this, it is necessary to visit households and engage with temporarily unemployed individuals who are capable, interested in entrepreneurship, or eager to learn a trade, particularly focusing on youth. Based on their interests and needs, practical assistance must be provided.

Unemployed individuals can be removed from the unemployment register by providing them with subsidies and loans, and by directing those without sufficient skills to vocational training centers.

In the "Oqrobot" mahalla of the Dehqonobod district, Dilmurad Rahmonov received a 100 million som preferential loan without collateral with the help of the Deputy Governor. As a result, the number of entrepreneurs increased by one, and a mineral water bottling business was established under the "Chak-Chak" brand. Importantly, around 10 new jobs were created.

Another crucial factor in ensuring employment is forming cooperatives based on the growth points of the mahalla. There are many Deputy Governors who are achieving good results in this regard. For example, in the "Chekhitoy" mahalla of Fergana district, with



the initiative of the Deputy Governor, a cooperative for producing brooms was established in households with the help of leading entrepreneurs. Traditionally, the local population was engaged in growing, making, and selling brooms. Building on this, the Deputy Governor expanded the activity and organized export with the support of prominent entrepreneurs. In 2023, brooms worth 1 million dollars were exported abroad.

"Work abroad — from the mahalla"

Another significant change in the mahalla is providing assistance to individuals returning from labor migration and ensuring their official employment. In this regard, the principle of "Work Abroad – From the mahalla" is applied, where each labor migrant is registered and provided with necessary assistance.



It is crucial for the Deputy Governor to adopt a new approach when working with individuals going abroad for work and those returning from migration. This involves identifying citizens who wish to work abroad under the "Work Abroad – From the Mahalla" principle, registering them on the "Online

Mahalla" platform, and assisting them in participating in selection processes by foreign employers.

Additionally, citizens who lack professional skills and do not know the official language of the country they are going to work in need to be trained in relevant trades and prepared through vocational education institutions. Assisting returning labor migrants with employment is a key task, which includes providing financial support for producing goods in personal gardens, based on the "Saykhunabad Experience," to help them generate income.

To support small business projects in the region, deputy governors should direct entrepreneurs to "Small Business Support Centers" for training, financing, information, business plan development, technical and economic foundations, and market identification assistance.

Working with poor families based on an "individual program" aims to improve their economic situation. Therefore, visiting at least two poor families daily to assess the effectiveness of the implemented measures will contribute to a systematic reduction in poverty. Today, residents in every mahalla are cultivating various products on their plots of land and family gardens, which has led to an increase in family income. While this is a positive outcome, there are still opportunities to further enhance income. For example, products exceeding local market demand can be exported abroad. To facilitate this, it is necessary

to keep track of rented land and products grown in family gardens and establish cooperation between farming enterprises and exporters, brokers, and processing companies.

To develop entrepreneurship, it is crucial to identify vacant buildings or plots of land and organize them for auction sales according to established procedures. This will help provide profitable employment for the unemployed, including assistance in vocational training and entrepreneurship education.

Consolidating the population into cooperatives on a rental basis and connecting them with "aggregators" will enhance productivity.

Deputy governors are responsible for carrying out these tasks on a daily, weekly, monthly, quarterly, and annual basis. They must ensure the execution and effectiveness of the "roadmap" developed for mahalla development.



According to the decree of the President of the Republic of Uzbekistan dated March 1, 2022, "On measures to improve the system of working with family and women, supporting the mahalla and religious leaders", the position of women's activist was introduced in every mahalla.



Increasing the social and political activity of women, protecting their rights, implementing measures to support women in the fields of public service, education, science and innovation, sports, and healthcare are the main tasks of a women's activist. As of the first half of 2024, 9,452 women are actively working in 9,452 mahalla.

Women's activism is a key factor in the fate and development of society



When discussing the role and participation of women in society, it is important to emphasize that it has never been less significant than that of men at any point in history. As in all eras, today's development, progress, and achievement of high results in the country are closely tied to the activism, worldview, and initiative of women.

Currently, the role of women active within the "Mahalla Yettiligi" (Seven mahalla members) framework is no less significant than any other factor in determining societal progress. These women are tasked with encouraging and engaging other women in every aspect—spiritually, economically, politically, and socially. First and foremost, it is essential for women to work with a sense of responsibility towards every woman's life and fate in their community. Only when one can genuinely empathize with the problems and needs of others can they provide effective and beneficial assistance.

Another noteworthy aspect is that the formation of a healthy environment in the mahalla and its current and future status are directly related to the social activism of the women living there. When these women are supportive in every aspect of their family life, striving for a peaceful and prosperous life for their families, and aiming for their children to grow into successful individuals, this commitment is undoubtedly reflected in the life of

the mahalla as well. In this context, it is essential for women to broaden their worldview and become well-versed in knowledge and education. A women's leader must genuinely serve as a guide and role model in this regard. To achieve this, she must continuously work on self-improvement and remain committed to learning and acquiring knowledge.

One of the pressing issues today is ensuring the employment of women. A woman's work is beneficial primarily for herself. It transforms her into an active member of society, allows her to showcase her internal abilities and talents, and additionally brings income to her family. This contributes to the development and progress of the community.

Every woman possesses exceptional skills in some area. To uncover these skills, it is essential to study her lifestyle and carefully observe her domestic routines. She might be skilled in cooking delicious dishes or have a talent for crafting. It is necessary to provide opportunities for her to acquire more knowledge and work on her chosen field.

To support this, "Welcome to Work" centers and Women Entrepreneurs Centers have been established in various regions. These centers offer free training in areas such as sewing, hairdressing, confectionery, and computer literacy. It is important to provide practical assistance in organizing activities in the "mentor-apprentice" tradition to further consolidate her knowledge. With experience, she will eventually

start working independently. In 2023, 102,799 women who were unemployed or not engaged in work received training in various professions at the Republic Women's Entrepreneurship Centers. Among them, 45,101 women became self-employed, and 12,636 registered as business entities. As a result, 67,475 women found employment. The higher these figures rise, the better the living conditions of the population will become.

A woman who works for a salary can expand her experience by interacting with active individuals around her and potentially start her own business over time. It is time to create conditions by utilizing all available opportunities and conveniences to develop women's entrepreneurship. For this purpose, it is essential first to study the region's opportunities and the population's needs. Based on this, production enterprises can be established. Many women are showing great interest in learning sewing. They are contributing financially to their families through their own sewing businesses, either in production facilities or at home. Another advantage of this field is that women can still manage household chores and spend time with their children. Therefore, it is necessary to expand the provision of sewing machines to needy and disadvantaged women on a subsidized basis. A woman with a skill holds a respectable place and reputation within her family and community. Feeling that she is making a positive impact boosts her self-confidence.

There are many experienced businesswomen in the mahallas who have been engaged in entrepreneurship for several years. Their advice and recommendations serve as great encouragement and support for the younger generation. For example, in the "Yangiobod" mahalla of Bukhara city, Maktovhon Odilova has been an entrepreneur for 20 years. She initially started with a sewing factory and later ventured into farming. Currently, she earns a good income from two large greenhouses. She harvests tomatoes and cucumbers twice a year, and her high-quality produce is not only sold in domestic markets but also exported to mahalla countries. She has provided employment for 40-50 people. The entrepreneur has expanded her activities year by year, working tirelessly for the benefit of the people. In 2022, her efforts were recognized with the "Shuhrat" medal.

Strengthening Families Through Education and Health

The "Enlightened Family" project, organized in collaboration with the Uzbekistan Mahallas Association, the Committee for Family and Women, and the Republic Center for Spirituality and Enlightenment, aims to strengthen family stability by instilling values of education, loyalty, and patriotism in the hearts of youth. This significant initiative includes numerous activities in mahallas, such as "Wise Women," "Book-Loving Families," "Children's World," "Zokovat," and "Three Generations Meeting."

Promoting a Healthy Lifestyle is Crucial!

The saying "Health is wealth" holds true for a reason. A healthy body not only enhances one's mood but also boosts mental well-being. It is essential to remember that women's health is directly linked to the well-being of future generations. Therefore, providing future mothers with proper care and ensuring they undergo timely medical check-ups is crucial. The more we care for them and facilitate necessary health screenings, the better we support the health and development of future.



Family Stability — A Cornerstone of mahalla Unity

Family breakdowns remain a pressing issue on the agenda of many mahallas today. This problem affects everyone and is a source of significant concern. Indeed, it is a painful situation that calls for observation. The disintegration of a single family often leads to numerous problems that affect everyone. The decision of a couple to separate primarily impacts their own emotional well-being. The effects on their children's futures are difficult to express in words. This situation inevitably has a negative impact on mahalla and societal life. Thus, ensuring family stability places a significant responsibility on every member of the "Mahalla seven members" team, especially women activists. Strengthening Families Begins with Preparing Youth for Life



To truly ensure family stability, it's crucial to start by preparing young people for life. From school age, they should be taught responsibility, respect for others, and the principles of compromise and understanding. It is essential to provide them with the necessary advice and knowledge to navigate these aspects of life effectively. The "Wise Women" movement in mahallas, in collaboration with public

organizations, should organize meetings with families who are on the brink of separation, including those who have filed applications with the court or the Civil Registry Office (FHDYO). Such meetings can be instrumental in sharing experiences, opinions, and reflections that will likely yield positive outcomes. In working with families on the verge of separation, it is advisable to rely more on the assistance

of psychologists. Conducting individual conversations with each family member to explain the importance of preserving the family unit can potentially change many minds. Especially in cases where third parties are involved in the breakdown of the family, it is crucial to use every possible resource to preserve the family. Saving even one family can prevent the decline of many individuals' lives.

Helping, Not Just Waiting for Help



Every person can grow and develop in society only by understanding their rights and responsibilities. Therefore, enhancing women's legal awareness is crucial. When women understand the essence and scope of their legally guaranteed rights, they are more aware of their position and role in the family, community, and public life. Having comprehensive knowledge about family and marriage matters, organizing labor activities, and the benefits provided by the state enables women to approach these issues correctly and effectively.

Legal Awareness and Community Support

A citizen with high legal awareness does not wait for help but proactively seeks to assist others. Therefore, it is essential to regularly invite legal experts to communities and organize meetings with women to provide detailed information about new laws and their implications. In the "Minor" mahalla of Yunusobod district, Muhabbat Mirzaeva, a women's activist and holder of the II class "Healthy Generation" order, offers legal advice due to her expertise.

She provides assistance to 64 mahallas on issues such as housing, inheritance, child custody, and alimony, guiding citizens with her knowledge and recommendations. We live in an information era that demands broad perspectives, knowledge, and activity. In this context, women's activists must continuously work on self-improvement, understanding the essence of ongoing reforms and changes, and increasing the political, economic, legal, and social engagement of every woman in their community. This requires ongoing education and research.



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